



Governors Island National Monument

Long-Range Interpretive Plan

October 2010



Governors Island National Monument Long-Range Interpretive Plan

October 2010

Prepared by

Department of the Interior
National Park Service

Governors Island National Monument

Northeast Region

Harpers Ferry Center
Interpretive Planning

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The National Parks of New York Harbor

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Governors Island National Monument is one of the parks of the National Parks of New York Harbor. Map: NPS

Plan Highlights

This plan highlights the areas of emphasis and new opportunities that Governors Island National Monument will undertake over the next five years. The monument's interpretive services will provide visitors with opportunities to increase their understanding and appreciation for the park and its resources; to better understand the role and mission of the National Park Service; to engage in local educational opportunities; and to participate in nationally significant events.

To provide an active, engaging interpretive program, park staff and partners will work together focused on the following goals:

- Improve the Arrival and Orientation Experience
- Develop and Implement a Marketing Program
- Improve the Park Website
- Establish an Interpretive Presence at Castle Williams
- Create a Discovery Experience at Fort Jay
- Determine the Dock 102 Experience
- Determine the Best Use for Building 140
- Develop and Provide Education Programs
- Plan and Host Special Events
- Emphasize the Harbor Defense Theme
- Expand Interpretive Service Outside of the Park Boundary
- Develop Opportunities that Address the Ecological Importance of the Harbor
- Facilitate the Development and Growth of Existing and Future Partnerships
- Increase the Volunteer Program
- Contact a Variety of Visitors

Message

from the Superintendent of Governors Island National Monument

Interpretation is vital to helping the American people make relevant connections to their national parks. Never has there been a more exciting and challenging time as we approach the centennial anniversary of the National Park Service in 2016. The recommendations of the Second Century Commission underscore the “limitless potential” national parks have to “strengthen our democracy and enhance the environment.” The Commission also recognized the important role national parks have to play in education and life-long learning noting that “this type of learning deepens our understanding of the rich cultural and natural history of our nation, enhances educational achievement, promotes civic engagement and fosters stewardship.” Nowhere is the potential greater than at Governors Island National Monument and the National Parks of New York Harbor. Our location in the most diverse and heavily populated city in the nation, presents enormous opportunities to engage people, especially the next generation in a journey to discover and find meaning in these extraordinary places. Governors Island National Monument serves as a rich destination experience and as an entrée to a national system of special places that convey our identity as a nation and our shared heritage.

Established by Presidential proclamation in 2001, Governors Island National Monument preserves two fortifications, Fort Jay and Castle Williams which played an important role in the defense and development of New York City in the early years of the 19th century. A surrounding national historic landmark district also encompasses and preserves the army post that evolved around the forts as a tangible reminder of the ever changing mission of an institution charged with the protection of our liberties in a democratic society. The location makes it an ideal setting to interpret the ecological significance of the harbor.

During the past few years, development of the park has been of primary importance. Park staff has been involved in the development of many different plans and planning efforts including the park’s 2009 General Management Plan and 2010 Cultural Landscape Report. The park is also embarking on resource preservation and rehabilitation projects. In 2009, Castle Williams was closed to accomplish structural stabilization and hazardous materials removal to provide greater public access. This American Recovery and Reinvestment Act project also included interpretive media and exhibits to be designed, fabricated, and installed as it reopens in 2011.

The Long-Range Interpretive Plan is a document that sharpens our focus and draws together all of the education and interpretation efforts related to the national monument. The Foundation for Planning section of this document defines the park themes, identifies the desired visitor experience, lists issues and challenges, and describes the existing condition of the interpretive services within the park. The Recommendations section identifies the specific actions that we and our partners will take to meet our vision for the future of interpretation over the next three to

five years. The steps identified in the this plan and subsequent annual plans must support a flexible approach, one that allows the park to experiment and evaluate the effectiveness in light of park goals, the respective management plans for The Trust for Governors Island and NPS, and operational realities.

Governors Island National Monument is supported through partnerships with many local, regional, and national organizations. The park staff engaged partners, local community members, and many others throughout the planning process. This collaborative effort produced a more comprehensive and inclusive look at how we will interpret the island to visitors in the future. Identifying possible island-wide interpretive services that could be offered in cooperation with New York Harbor Parks and park partners, including The Trust for Governors Island, Governors Island Alliance and the newly established Urban Assembly New York Harbor School, will be an important aspect of this plan. By providing a broad spectrum of services, including a variety of media using the most current technologies, visitors will be encouraged to keep returning to Governors Island.

On behalf of the park staff and our partners, I hope you will take time to review this important plan and join us as we continue to move forward in our efforts to advance the mission of the National Park Service and to preserve and protect the values and resources of Governors Island National Monument.

Sincerely,

A handwritten signature in black ink, appearing to read "Peter Fung", written in a cursive style.

Superintendent
Governors Island National Monument

The Planning Process

This Long-Range Interpretive Plan outlines recommendations for future interpretive services, facilities, and media. Park staff, historians, partners, and stakeholders worked together to develop a comprehensive tool that will outline educational and recreational opportunities for visitors to develop intellectual and emotional connections to the natural and cultural resources found within Governors Island National Monument (GOIS). Our goal is to promote Governors Island National Monument's resource values and connections to national parks through specially planned visitor experiences and excellence in interpretation.

This Long-Range Interpretive Plan (LRIP) recommends actions that should occur over the next three to five years. It identifies park themes, describes visitor experience goals, and recommends a wide variety of personal and non-personal interpretive services and outreach activities that will best communicate the park purpose, significance and themes. Developed in concert with the park Annual Implementation Plan and Interpretive Database, it completes the Comprehensive Interpretive Plan for the park, as established in Director's Order 6. In addition, this planning process has been customized to meet the needs for Governors Island National Monument, as well as the conditions and special circumstances that exist there. The ultimate product is a cost-effective, tightly focused,



Twenty-four participants attended the Foundation Workshop held in Pershing Hall. Photo: NPS

high quality park interpretive program that achieves management goals, provides appropriate visitor opportunities, and facilitates desired visitor experiences.

A scoping trip was conducted on July 29-August 1, 2009. The Project Agreement was signed in September 2009. A Foundation workshop was held November 12-13, 2009 with 24 participants representing park staff, partners, local community members, school and university teachers, and other regional NPS staff in attendance. A Recommendations workshop was held February 17-18, 2010 with 22 participants representing park staff, local community members, school and university teachers, and other regional NPS staff in attendance. On February 19, 2010 an implementation strategy session was held with park staff.

Barring legislative changes or major new revelations, the foundational elements expressed in this LRIP – purpose, significance, themes, and visitor experience goals – will remain constant over the life of the plan. Specific recommendations about media and programs may need to be updated as staffing, funding, technology, or resource conditions change. Further design documents must be produced to implement some of the goals and recommendations in this plan.



Governors Island during the 2010 season. Governors Island is 172 acres. A 121-acre Governors Island National Historic Landmark District is located on the northern half of the island. The National Park Service administers the 22-acre national monument at the center of the landmark district. The Trust for Governors Island administers the remaining 150 acres of the island.

Map: The Trust for Governors Island, Michael B. Shaver/NPS

Foundation for Interpretive Planning

*“There’s no better route to
civic understanding than
visiting our national parks.*

*They’re who we are and
where we’ve been.”*

NPS Second Century Commissioner
Sandra Day O’Connor



Site Background

Established by Presidential proclamation in 2001, the national monument contains two of the fortifications on Governors Island that played an important role in the defense and development of New York City. The island's strategic location resulted in its use as a military facility by English and American forces for over 200 years. Fort Jay, Castle Williams, and South Battery were erected before the War of 1812 to serve as part of the New York Harbor coastal defense system. The national monument consists of approximately 22 acres located on the northern end of Governors Island. The other 150 acres are managed by The Trust for Governors Island according to terms set forth in the Quitclaim Deed of 2003. The NPS acreage is part of a larger 121-acre National Historic Landmark District that is subject to the Historic Preservation Covenants outlined in the Deed.

The Native Americans referred to the island as Pagganck ("Nut Island") because of the plentiful hickory, oak and chestnut trees found there. Its location, as those on neighboring Liberty and Ellis Islands, made it a perfect seasonal fishing camp for local tribes. The Dutch purchased the island and named it Nutten Island. In 1664, the British acquired Nutten Island and all the other holdings of the Dutch West India Company when they captured New Amsterdam. The island was controlled by the colonial governments of the British and the Dutch over the next 10 years until the British regained control of New York. In 1689, the colonial assembly set aside the island for the "benefit and accommodation of His Majesty's Governors" essentially a perk of power for the series of royal governors sent from Great Britain to rule and represent the Crown's interest in

the New York colony. The island over time came to be called Governors Island.

The period of significance for the NHL district is 1794-1966. The district's resources represent a system of American harbor defenses, and its long history as a major U.S. Army administrative center. Fort Jay and Castle Williams were erected between 1796 and 1811 as part of the First and Second American systems of coastal fortification. During the War of 1812, artillery and infantry troops were concentrated on Governors Island. During the American Civil War, it was used for recruitment and as a prison for captured Confederate soldiers. Throughout World Wars I and II, the island was the U.S. Army's center for its protection of vital elements of New York City's war industries and infrastructure. It also was an important support



Governors Island
National Monument,
1976

Photo: Commander
Frank Bennett, U.S.
Public Health Service

and departure point for the American Expeditionary Force to France in World War I and for the U.S. First Army during the Normandy Invasion of World War II. In 1966, the island became a U.S. Coast Guard base and its largest installation for the next 30 years.

Over the years, Governors Island has been the site of a number of internationally historic events such as a 1988 meeting between President Ronald Reagan, President-elect George Bush and Soviet General Secretary Mikhail Gorbachev. In 1993, the island served as the venue for the signing of the United Nations Governors Island accord which addressed the issue of restoring democratic rule in Haiti.

Today the national monument encompasses Fort Jay and Castle Williams; Building 107, a former arsenal storehouse; several acres of the Fort Jay parade ground; Dock 102; and an easement, or the right to use, 1000 square feet in Building 140, another arsenal warehouse, for visitor services.

Though only a short distance across the harbor from the heart of the city, Governors Island has been seen for hundreds of years as a remote, green space. Native American tribes, early European settlers, and the U.S. military have all benefited from the island's location in the harbor. Today visitors come to experience its natural and cultural resources. Access to the island is provided via free ferry

service from lower Manhattan daily and from both Manhattan and Brooklyn on weekends during the public season, June through October. Amenities offered by the Trust for Governors Island have played an important role in improving the numbers of visitors and the quality of their experience each year since the island's opening in 2003. Programming and the wide range of programming partners has increased each year as the island has developed a positive, fun, eclectic reputation. In 2009, the 2.2-mile promenade opened giving visitors' island-wide access for the first time.



A park ranger wearing a Civil War-era uniform of a North Carolina Confederate soldier reveals what life was like before and after becoming a prisoner of war at Castle Williams. Photo: NPS

Enabling Legislation

Each unit of the National Park System is created by Congress and the President of the United States. Under the provisions of the Antiquities Act of 1906, congress granted the president authority to declare by public proclamation historic landmarks, historic and prehistoric structures, and other objects of historic or scientific interest that are situated upon the lands owned or controlled by the Government of the United States to be national monuments. All park planning flows from the mission and purpose articulated in the presidential proclamation. Governors Island National Monument's interpretive services and program must support this mission and help the public understand the significance of the park.

On January 19, 2001, President William J. Clinton established the Governors Island National Monument by Presidential Proclamation 7402. The monument consisted of Castle Williams, Fort Jay and a portion of the surrounding Parade Ground. The monument, however, remained subject to Public Law 105-33, section 9101, 111 Stat. 670 (August 5, 1997), which required the entire island, including the monument lands, to be sold with a right of first offer to the State and City of New York.

As a result, subsequent actions were taken on January 31, 2003: The State and City of New York each executed a consent and waiver of the right of first offer regarding Governors Island;



Castle Williams occupies a prominent corner of Governors Island.
Photo: Andrew Moore

Governors Island was then conveyed to the National Trust for Historic Preservation;

The National Trust attached covenants and development guidelines to the deed for the island then conveyed Governors Island (150 acres) to the Governors Island Preservation and Education Corporation, the legal predecessor to The Trust for Governors Island.

The National Trust relinquished and conveyed the remaining 22-acre parcel to the United States of America to be accepted by the Secretary of the Interior for eventual inclusion into the National Park System.

On February 7, 2003, President George W. Bush issued

Presidential Proclamation 7647, which added additional facilities within the monument boundaries, referenced the previous proclamation and legal island transfers, and described the basic purpose of the monument and role of the National Park Service.

Mission, Purpose, and Significance

National Park Service Mission

A mission statement is a vision for the future and articulates, in broad terms, the ideas that the National Park Service strives to achieve.

The agency mission is to preserve unimpaired natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations. The National Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.

Park Purpose

Park purpose statements describe why an area was set aside and what specific purposes exist for a park, and are derived from legislation, legislative history, public participation, and public rule making.

The purpose of Governors Island National Monument, as described in the 2009 General Management Plan, is to preserve and protect Castle Williams and Fort Jay and to interpret them and their role in the defense of New York Harbor and the nation. The island provides an opportunity to educate the public about the evolution of coastal defense and military communities as well as the harbor's rich history and ecology.



Colonel Jonathan Williams inspecting the plans for Castle Williams in a 1944 mural by Anthony Ravielli, located in the South Battery Officer's Club.
Photo: Andrew Moore

Park Significance

Statements of significance describe a National Park System unit's distinctive natural, cultural, and recreational resources and values that are the factual rationale for national recognition of the site. According to the 2009 General Management Plan, Governors Island National Monument is significant for the following reasons:

Governors Island has long been a strategic location in one of the country's most important harbors. The National Monument includes two of the

finest examples of defensive structures from the First and Second American Systems of Coastal Fortifications. The surrounding National and New York City Historic Landmark District, and the greater island provide the context for understanding the evolution—over more than two centuries—of American defensive strategies and the growth of the U.S. Army as a professional federal force. The forts' historic defensive technologies and proximity to and views of Lower Manhattan present an opportunity to reflect on the events of September 11, 2001.

Governors Island's forts highlight the Second American System, a period of construction of harbor fortifications that took place up and down the East coast, with a dozen defensive structures having been built around New York City. As part of this harbor defense system, Governors Island's forts have been credited as successfully deterring British forces from attacking New York during the War of 1812. Fort Jay is an enclosed square fortification of French design with four bastions and a ravelin, surrounded by a dry moat and glacis. Constructed over remnants of earlier British and Continental Army earthworks on the island's highest point, Fort Jay is one of the largest and best preserved examples of its kind in the country. Castle

Williams is a nearly circular red sandstone and granite fortification commanding the island's northwest point, merely 600 feet from the walls of Fort Jay. The Castle is the first American-designed fort with casemated gun emplacements, and its innovative design served as a prototype for seacoast fortification for decades.

Later in the 19th century, their original defensive designs obsolete, the forts served new purposes—primarily as barracks and prisons—as Governors Island grew to become one of the most important military headquarters in the eastern United States, continuing these functions through the U.S. Army's departure in 1966, and to the end of the U. S. Coast Guard's tenure in 1996.



Governors Island, 2009.

Interpretive Themes

Interpretive themes capture the essence of Governors Island National Monument significance. They include the most important stories and represent core messages that every visitor should have the opportunity to experience. While interpretation of any site could touch upon many stories, focused themes increase effectiveness. When well conceived, themes explore the meanings behind the facts. They open minds to new ideas and perhaps to multiple points of view. When linked to commonly held emotions or universal human experiences, themes encourage visitors to see themselves in Governors Island National Monument's stories and discover personal relevance.

During the November 2009 Foundation workshop participants divided two of the three interpretive themes listed in the 2009 General Management Plan into separate sub-themes. Appendix C lists

the stories associated with each theme identified by workshop participants.

Place in the National Experience

Castle Williams and Fort Jay on Governors Island represent an important early effort to protect and defend the country through a system of strategically placed coastal fortifications, an effort that continued beyond the life of the forts until the end of the island's military career.

Changing National Priorities

The built environment of the island, chiefly in the National Historic Landmark District, exhibits almost every aspect of this nation's military experience and of the U.S. Army from the early days of the Republic to the end of the 20th century, and can tell those stories like few other places in the National

Park System or the National Historic Landmark System. The structures and landscapes on the island tell the story of the nation's priorities including neglect during peacetime, austerity, and dire need during national emergencies and war.

Carrying Out a Changing Mission

The history of Governors Island reflects the institutional heritage and history of the U.S. Army, its organization and the ways in which it responded to ever-changing national priorities. The U.S. Army filled many roles during its tenure on the island. Initially the island was used to protect New York and New York Harbor in the early days of this nation's history. In later years, the island was used as an urban garrison, a recruiting station, and an important Army headquarters. Commanders and commands headquartered here for almost a century, directing Army activities regionally



While located within one of the largest cities in the world, Governors Island, shown here in 1938 as an isolated U.S. Army post, was a small town with its own unique culture and history. Photo: GOIS Museum Collection

over half the North American continent, and occasionally around the world. As the nation's priorities changed, so did the mission of the U.S. Army and Governors Island.

A Role in International Affairs

New York City's emergence as a nationally and internationally important city elevated the stature, command, and responsibilities of the U.S. Army, and later the U.S. Coast Guard, on Governors Island.

From Colonial Outpost to Preeminent Command Headquarters

As New York City grew so did the defense responsibilities of the U.S. Army. Those stationed on Governors Island defended the city, region, and country. It was not unusual for Governors Island command personnel to continue their careers as military leaders in the execution of this nation's international policies during war and peace.

Missions Beyond Our Shores

The island became a departure point for military efforts beyond the shores of the United States. During the last half of the 20th century the island became a venue for meetings of international significance.

A Small Town within a City

Governors Island is tied to the history, development, social, and political life of New York City.

As an isolated U.S. Army post, it was a home and work place of soldiers and their dependents, of civilian staff, men and women whose compelling personal stories reflect the unique history of the island as a community.

Connection to New York City

As an important military headquarters protecting one of the most important cities in the world, the commanding and senior officers, and even Governors Island's enlisted men and women, were important representatives to the city and its institutions.

The Island as a Community

Those stationed on Governors Island developed their own culture and history separate from the city they protected. It was a community with its own compelling personal stories of soldiers, civilian staff, and dependents of the men and women who lived here.

Place in the Environment

Governors Island – as part of the natural environment of New York Harbor, with its rich and intricate ecosystem of bays, estuaries, rivers, islands, and other geographical features – is an ideal place to observe and study the interplay between natural systems and human culture in the development and evolution of New York Harbor and surrounding metropolis.

Management Goals

General Management Plan – Preferred Alternative:

Alternative D was identified as the National Park Service (NPS) preferred alternative and the environmentally preferred alternative in the 2009 General Management Plan. Governors Island National Monument will be developed as the Harbor Center - a hub of activities and jumping off point for visitors wanting to explore New York Harbor.

Working with other harbor-related organizations—national parks and local, regional, national and international civic, educational and research organizations—the NPS will develop a range of activities in Fort Jay and Castle Williams that interpret the key themes of the island and greater harbor. The park will collaborate and coordinate on harbor-related programs on and off Governors Island that would help visitors understand the forts' military significance, the island's strategic location, and the ongoing ecological conservation efforts for the harbor and the re-visioning and redevelopment of the waterfront.

The Monument will become a primary stop on harbor ferry tours. Programs would include specialized boat tours of the harbor, educational programs that explore the harbor's history and ecology.

A variety of programs, exhibits, and special events will be available in both forts. These

activities would use the harbor to describe the island's history and significance, and the interplay over time between the harbor and the city's health and economy.

Fort Jay will house harbor research, offices and temporary lodging for NPS sponsored fellowship and residency programs; and be the setting for harbor related seminars and workshops.

Castle Williams will be the island's main exhibit and interpretive center, showcasing multimedia programs and interactive exhibits that explore local, national, and global topics associated with Governors Island and New York Harbor.

National Parks of New York Harbor

This plan will also guide our efforts in relation to the National Parks of New York Harbor (NPNH), the neighboring national park sites in the New York and New Jersey metro area. The National Parks of New York Harbor consists of Gateway National Recreation Area in Queens, Staten Island, Brooklyn, and New Jersey; Ellis Island and the Statue of Liberty National Monument; Castle Clinton National Monument, Federal Hall National Memorial, Theodore Roosevelt Birthplace National Historic Site, General Grant National Memorial, Hamilton Grange National Memorial, African Burial Ground National Monument and Lower East Side Tenement Museum (an affiliated site), all

located in Manhattan; and Saint Paul's National Historic Site in Mount Vernon, New York.

Situated in the largest metropolitan area in the country, NPNH parks have an excellent opportunity to introduce the national parks to a diverse population and foster the identity of the national park system to our visitors. To that end, the NPNH parks developed a strategic plan in 2009 with emphasis on youth outreach, new and social media, and education that encourages the discovery and interpretation of thematic connections among this rich array of natural, historic, and cultural sites.

The Trust for Governors Island Planning Goals:

The Trust for Governors Island is responsible for the planning, redevelopment and ongoing operations for the 150 acres of Governors Island surrounding the National Monument. The Trust is working with an array of government agencies, community and civic groups to foster new ideas for development of Governors Island and to enhance the island's role as a vital and integral part of New York City and the surrounding region. Governors Island Park and Public Space Master Plan, a comprehensive design for 87 acres of open green space, was released April 2010. Schematic design and environmental review will begin later this year (2010) and continue through 2011. Following that, community review will commence in 2012,

and pending review, the first phase of construction will begin in late 2012.

The following is a list of 2010 The Trust's planning goals:

To bring life to Governors Island making this island at the center of New York Harbor a destination with great public open space, as well as future education, not for profit and commercial facilities.

To increase public access and establish early signature uses of Governors Island.

To invest in Island infrastructure and historic stabilization to prepare the Island for first tenancies.

To execute a multi-phase, mixed use development strategy.

To create a world-class park and public spaces.

2008-2012 Strategic Plans:

In accordance with the Government Performance and Results Act of 1993, Governors Island National Monument developed a strategic plan and management goals through 2012. The following goals address recreation, interpretation, and visitor experiences.

The outcomes or how well the park is achieving its visitor-related goals are measured annually at every unit of the National Park System through survey forms that are distributed to visitors at each NPS unit. Visitors send their completed survey forms to the University of Idaho where the data is

collected and compiled for each NPS unit. The survey results reflect visitor opinion about each park's facilities, services and recreational opportunities, as well as measures visitor understanding and appreciation of each NPS unit's significance.

Mission Goal IIa1:

By September 30, 2012, 95% of visitors to Governors Island National Monument are satisfied with appropriate park facilities, services, and recreational opportunities.

During the 2008 season 95% of those responding to the survey were satisfied with appropriate park facilities, services, and recreational opportunities.

During the 2009 season 91% of those responding to the survey were satisfied with appropriate park facilities, services, and recreational opportunities.

During the 2010 season 94% of those responding to the survey were satisfied with appropriate park facilities, services, and recreational opportunities.

Mission Goal IIb1:

By September 30, 2012, 88% of Governors Island National Monument visitors understand the significance of the park.

During the 2008 season 91% of those responding to the survey indicated an understanding of the significance of the national monument.

During the 2009 season 90% of those responding to the survey

indicated an understanding of the significance of the national monument.

During the 2010 season 90% of those responding to the survey indicated an understanding of the significance of the national monument.

Mission Goal IVb1A:

By September 30, 2012, Governors Island NM will maintain the two partnership currently in place, add an additional partner and work toward solidifying 1 other community partnership designed to enhance the park's ability to manage recreation activities seamlessly by 2012.

The park met the performance goals it set for 2009 and 2010.

Mission Goal IVb2:

By September 30, 2012, Governors Island NM's attendance at facilitated programs will increase to 150,000 (50,000 in 2007).

The park met the performance goals it set for 2009 and 2010.

Desired Visitor Experiences

Desired visitor experiences describe what physical, intellectual, and emotional experiences should be available for visitors to Governors Island National Monument. These experiences will be available to the degree possible to visitors of all abilities, including those with visual, auditory, mobility, or cognitive impairments.

Visitors to Governors Island National Monument will have opportunities to:

- Visit an on-island museum to read exhibits and watch a film about the history of the island.
- Receive information on the National Park Service and System, with special focus on the National Parks of New York Harbor.
- Access to rangers at other national parks and stories that relate to the themes of the Monument.
- Climb to the top of Castle Williams to see the city and harbor from a new perspective.
- Access the historic forts and see how they protected New York harbor.
- Interact with a knowledgeable park ranger by taking a tour, attending a program, and more to discover the island's history and its place in New York City's story.
- Experience the water, observe the local marine life, and explore the ecology of New York Harbor.
- Enjoy an eclectic mix of arts and cultural programs including taking part in a cutting edge art project.
- Experience the quiet solitude.
- See the lights of Manhattan and New Jersey from the island at night.
- Volunteer, care for, and be engaged with the island including introducing first time visitors to Governors Island and revealing its treasures to them.
- Hear first person accounts of Governors Island history by the people who lived and worked on the island.
- Create and present curriculum-based lesson plans and assessments for students visiting Governors Island.



In 2010, the National Park Foundation and the Coca-Cola Foundation funded an Active Trails grant to establish "Biking Through History" ranger-led bike tours of Governors Island. The tours also allow visitors to make connections to other National Parks of New York Harbor sites such as the Statue of Liberty. Photo: NPS



Listening to a park ranger in period dress talk about the British Army's occupation of New York City during the American Revolution, visitors discover why fortifications were constructed on Governors Island. Photo: Daniel C. Krebs

- Interact with and join in living history demonstrations reflecting the military heritage of the island and especially that of the U.S. Army.
- Reconnect with my childhood and friends.
- Ride a bicycle.
- Picnic with my family.
- View other landmarks such as the New York skyline, harbor sights, Statue of Liberty and Ellis Island from a new vantage point.
- Receive a brochure and map that clearly illustrates the chronology of Governors Island history and how it has been protected.
- Receive orientation materials to know what Governors Island is like before arriving.
- Research the history of Governors Island in relation to the history of New York City.
- Introduce classroom teachers and teacher candidates to place-based learning experiences based on data obtained at Governors Island.
- Sit under a tree and read a book.
- Meditate and then read the New York Times cover to cover in a quiet/shady spot.
- Access multiple ways to explore Governors Island.
- Explore the mysteries of Governors Island and experience places that are not immediately seen.

Park Visitors

This is a broad description of park visitors and their needs – including current and potential visitors. “Visitor” describes anyone who uses a park’s interpretation and education services whether in person or “virtually” through digital technologies.

In the past two years over 400,000 visitors come to Governors Island annually. The park is open to most visitors during a 20-week period from June through October. The average visitation over a four year period is 82,000. This figure is based on a four-year average of monthly public use data taken

during calendar years 2005–2008. There was a 197% increase in visitation from 2007 (69,014) to 2008 (205,010). The visitation has increased dramatically since 2007 as the result of extended hours, after-hour events, art expositions, performances, and culinary festivals increase in turn leading to greater public awareness about the island.

Of those visitors from 2008 to 2010, about 40 to 50% engage in programs or exhibits or facilities in the national monument.

A 2008 zip code analysis of visitors conducted by The Trust indicates that 90% of the visi-

tors are from the tri-state area (New York, New Jersey and CT). Seventy-six percent of island visitors are from New York City and represent all five boroughs. The visitors from New York City are primarily from Manhattan and Brooklyn. Ferry terminals at both locations provide easy access to the island. Most Manhattan visitors come from the Lower East side, and Brooklyn visitors are mostly from Park Slope and Brooklyn Heights.

During the November 2009 Foundation workshop the following groups were identified as currently visiting Governors



Most visitors take the Governors Island Ferry from Manhattan and arrive at Soissons Dock. Photo: Michael B. Shaver/NPS

Island National Monument based on particular interests and needs.

Educational and Special

Interests: Education groups of all ages. Visitors interested in the arts, the architectural and military history of the island, and harbor ecology.

Recreational: Visitors engaged in active and passive recreation including repeat, local visitors; visitors seeking community service/civic engagement opportunities; and families.

Discovery: First-time visitors; tour companies who host walking tours and bus tours of the island.

During the lifetime of this Long-Range Interpretive Plan, potential future visitors to Governors Island National Monument may include:

Youth: Teenagers, young adults, organized youth groups, and Scout groups.

Out of town visitors: Tourists who have already gone to the Statue of Liberty and Ellis Island and the 42nd Street/Theater District as well as commercial tour boat patrons.

Locals who do not currently visit the park: Recent immigrants, residents from other boroughs including Staten Island, visitors from New Jersey, people in the area with ferry access and those who want ferry access, water taxi and other ferry commuters, underserved ethnic groups communities in the metropolitan area, and people representing

different religions and socioeconomic status.

Educational: College-level students and educators, adult learners, and preservation enthusiasts.

Local office populations and island tenants: Workers from Lower Manhattan who want to come out at lunch or after work Monday through Thursday, corporate athletic leagues, and Governors Island tenants.

Military: Servicemen and women who are active and retired U.S. Army and U.S. Coast Guard, West Point cadets and staff, U.S. Army Corps of Engineers.

Issues and Challenges Affecting Interpretation

Governors Island National Monument has many assets upon which to build an effective interpretive program, including evocative and compelling stories, outstanding natural and cultural resources, ongoing research, and dedicated staff and supporters. It also faces a number of challenges in an era of constant and rapid change. Well-designed programs can build on interpretive strengths to help overcome these challenges.

- Changing visitor motivations - In this metropolitan environment, visitor tastes, motivations and desires are constantly changing. It will be incumbent upon park staff and partners to identify those changes and be flexible in addressing them.
- Funding/budget - The initial appropriation allowed room for growth, expansion, and experimentation in the first few years; however, funding will need to be increased, and partners engaged to become a year-round operation.
- Transportation – The Trust provides ferry service to the island for visitors coming from Manhattan and Brooklyn. Statue Cruises, the concessioner for ferry service to the Statue of Liberty and Ellis Island, was asked to conduct a study to determine if ferry service to other NPS sites in New York Harbor, including Governors Island National Monument, might be viable. This study has been designated the

Statue of Liberty Additional Ferry Services Feasibility Study. A conclusion of the study is that opportunities exist to improve ferry access to NPS sites in New York Harbor. Dock 102 will be available to receive visitors beginning in 2011. The feasibility of providing year-round transportation as well as increasing the number of ferries during the season will need to be considered during the life of this plan. On-island transportation is currently limited to bicycles and the The Trust-managed tram. With increased visitation, other on-island options may need to be explored. Accessible transportation is also an issue of importance to be addressed through a universal design lens and as the “baby boomer” generation ages and begins to experience more mobility challenges.

- Language – Almost 200 different languages are spoken locally. Visitation and neighboring demographics tend to dictate what media and materials become translated. Likely focus of efforts to meet current visitation needs would start with Chinese (likely Mandarin), Korean, Russian, Yiddish, and Spanish paying particular attention to which nationality (since there is wide variations of dialect and vocabulary among Central and South American countries) is either visiting or

most likely to begin to visit Governors Island.

- Economics - The 2009 economic downturn did prompt and compel more stay-at-home vacation experiences. Since most of the island’s visitation is local, it provides the park an opportunity to further inform and promote other NPS areas as local “stay-cation” destinations.
- Strong and flexible LRIP – Due to the partnership and collaborative nature of the park and its setting, it is imperative that this planning document, as was the case with the park General Management Plan, provide broad guidelines, suggesting, but not prescribing, directions that the park and its interpretive program can take and things it should seek to accomplish in a dynamic and rapidly changing environment.
- Construction projects – Construction activities on the island including the stabilization and hazardous materials project at Castle Williams had impact on the visitor experience during 2010 as will future projects at Fort Jay. Keeping visitors apprised of the efforts to preserve, stabilize, and modestly develop the island will help them better understand why they cannot access certain areas that they have been able to go into in the past.

- Helicopter over flights – An issue that has garnered greater attention due to recent aviation accidents in the area and the closure of the mid-town heliport in 2010. The sharp increase in the frequency and the change in flight paths are seriously impacting the general island experience and specifically NPS programs. It is a factor impacting guided tours and visitors seeking quiet on the island.
- Noise – Governors Island is typically quieter than the city that surrounds it, but with the relative quiet comes greater expectations for quiet and greater awareness when that is impaired or lost. Park planning and programming should take this into consideration.



In 2010, major stabilization and hazardous material removal was accomplished at Castle Williams as a result of the American Recovery and Reinvestment Act and line item funding. Photo: Daniel C. Krebs

Existing Conditions

*“Informed citizens are the
bedrock of a democracy.
Parks must help us unravel
our nation’s ecological
challenges, so we can make
wise choices.”*

NPS Second Century Commissioner
Gary Nash



Photo: Ilyse Goldman/NPS

The following is a brief and generalized description of visitor experiences and interpretive services that existed in FY2009. The purpose of this section is to provide a baseline assessment that can help to justify some of the plan's proposed actions.

Information, Orientation, and Marketing

Marketing

The park informs the public of upcoming events and special programs through postings on the park website, as well as announcements sent to area print and electronic media outlets. Since 2009, the most effective means of informing and promoting events and programs has been through “Twitter” feeds and program partner’s websites. The park receives information requests on a daily basis via

letters, phone calls and e-mail messages. Most requests are for basic information about the park and/or directions to the park.

There have been challenges with marketing park and island events and activities. Visitors assume that all buildings on the island are open and that there is access to all areas. A future concern to consider may be that Governors Island is perceived as a novelty and what happens when the novelty wears off.

Signs

There is not a consistent, unified wayfinding system being used on the island.

There are approximately 251 orientation signs, nearly all produced by The Trust, which includes wayfinding, orientation, destination, interpretive (26), informational and orientation bulletin boards located around the island featuring large scale island maps. Some event information is also posted on these boards.



Large-scale island maps, produced by The Trust, are useful to provide orientation talks. Photo: Daniel Barker/NPS

Information boards about Governors Island, brochure racks and a map are located on the wall adjacent to the NPS contact station and bookstore in the Battery Maritime Building.

Directional arrows and dedicated bike lanes on the promenade surface direct bike traffic around the island.

Website

The park website is a very popular way to gain information about the park. Virtual visitors access the website to learn about park history, interpretive programs, operating hours and to find directions to the park. A birding journal and oral history samples – are found on the park website. The park recognizes the importance of the website as a tool to reach “armchair” visitors, long distance researchers, and as a pre-visit information opportunity. Interpretive staff members work continually to upgrade this media.

A concern was raised during the November 2009 Foundation workshop regarding how easy or difficult it can be for visitors to get information using websites. During the history of the site, the staff has constantly been surprised at the number of requests for information by the public who do not have web access or have used the contact information to call to seek information that is on the website. Except for individual map searches, the NPS website does not rate as high on Google’s search list as The Trust or the Governors Island Alliance.

In January 2010 the park added two blogs maintained by seasonal park guides and a Flickr photo site to the news section of the park website. The blogs offer insight about the life of park staff member working on the island as well as history highlights. The Flickr site allows visitors to post photos as well as to see park posted still photographs and short video clips. The park also now operates a Twitter account.

Other websites that have Governors Island National Monument content include the following:

www.govisland.com – The Trust for Governors Island website includes an NPS schedule of events and activities. They also maintain a Facebook website and a Twitter website.

www.govislandblog.com – The Trust blog features news, upcoming event information, history highlights and provides visitors with a forum to ask question or post comments.

www.governorsislandalliance.org The website for the Governors Island Alliance. The Alliance also maintains a Facebook page.

www.nyharborparks.org/visit/gois.html - New York Harbor Parks Conservancy page specifically about Governors Island National Monument has short narrative and links to NPS and The Trust websites.

www.nps.gov/npnh - the NPS website for the National Parks of New York Harbor.

www.FortJay.com and www.governorsislandbrats.com Password protected website for

Governors Island Coast Guard brats 1966-1996.

www.angelfire.com/nys/governorsisland - U.S.Army brats website

Facilities

The National Monument consists of approximately 22 acres located on the northern end of Governors Island and is located within the 121-acre National Historic Landmark (NHL) District. All of the facilities located within the National Monument are managed by the National Park Service. The remaining 150 of the acres are managed by The Trust for Governors Island.

Visitor Contact Stations

The park does not have a traditional visitor center that features exhibits, an auditorium, information desk, and sales area. Instead there are two different buildings, maintained by The Trust, that are used as primary visitor contact points, passport

stamp locations, and Eastern National sales areas. These are the Battery Maritime Building, where the Governors Island ferry docks in Manhattan, and Building 140, which is located to the east of Soissons Dock on Governors Island.

During the summer season, even though the island is usually closed to the public on Wednesday and Thursday, the NPS staffs the Battery Maritime Building (BMB) through mid-afternoon on those days to provide visitors access to the island through escorted ranger programs and tours. Friday through Sunday the island is open to the public, and the BMB is staffed from the time the waiting room is open to the public until the final ferry goes to

the island, usually 1 ½ to 2 hours before the island is closed. There is an information desk, passport stamp station, and bookstore sales area just inside the doors of the Battery Maritime Building waiting room. A series of floor to ceiling wall cabinets and shelves are located in a nearby corner and used to display sales items. Staff members at the Battery Maritime Building also distribute tickets for the walking tours offered on Wednesday and Thursday.

Building 140 is primarily a sales area. An information desk and sales desk is located at the rear of the sales area. There is approximately 1,000 square feet of space available for use. Currently about half of that space is used for the bookstore.



During the summer season, park interpreters staff the Battery Maritime Building where they operate an Eastern National sales outlet and provide visitor information and orientation to the island. Photo: Michael B. Shaver/NPS

Governors Island National Monument

Castle Williams is a circular casemated fortification that sits at the northwest corner of Governors Island, at the water's edge, with views of Manhattan, the Statue of Liberty, Ellis Island, New Jersey, and Brooklyn. With the completion of stabilization and hazardous material removal, and installation of interpretive media, Castle Williams will reopen for the 2011 public season. From 2003 to 2009 visitors could only access the courtyard. Walking tours, stationed interpretation, roving, and living history demonstrations have been, and will continue to be conducted here after the abatement work is completed in 2011.

Fort Jay was constructed on the highest point of the island. A star-shaped fort, Fort Jay was the initial coastal fortification on the island. Most visitors access the fort through the sally port. They walk around the courtyard and into the magazine. The courtyard is ringed by former

barracks buildings that are now closed to the public. The magazine has a large open space and adjacent side rooms and has been the venue for several sculptures and video art installations. Visitors can leave Fort Jay and walk up and over the moat and glacis to the parade ground right near Colonels' Row and Castle Williams. Walking tours, children's programs, roving, and living history demonstrations are all conducted here. A volunteer program, "Flowerboxes in Fort Jay," helps to maintain the historic appearance of the barracks.

Dock 102 is located on the east edge of the island in the Buttermilk Channel. It is to the south of Dock 101 and directly east 300 yards from the entrance to Fort Jay. With improvements completed in 2010, the dock will be available for use during the 2011 season. Basic orientation and information waysides are planned at the dock to create an over-water experience. The

dock now has a landside shelter which also includes space for information and orientation, and will possibly serve as a gathering area.

Building 107 (Park Headquarters)

Staff offices and supplies cache are located in this building.

The Trust for Governors Island

National Historic Landmark District

Primary buildings and features located within the district include Colonel's Row, Pershing Hall, Nolan Park, Liggett Hall, Commanding Officer's Quarters, and South Battery.

Parade Ground is located adjacent to Fort Jay. The landscape has been restored after previously having been a multi-use space during the military era. It has served as a venue for medium scale island events, but now is mostly used for active and passive recreation. The park uses its portion for historic weapons demonstrations, living history programs, and encampments.

Soissons Dock is the primary access point for visitors coming to the island from Manhattan. The Governors Island ferry makes a 7-minute trip from the Battery Maritime Building in lower Manhattan to the island. During each trip, the Governors Island ferry can transport nearly 1000 people. Supplemental contracted ferry services can double that number.



Fort Jay was the first fortification constructed on the island.
Photo: Michael B. Shaver/NPS



Liggett Hall, a former barracks, is often the site of installations produced by arts organizations. Photo: Daniel C. Krebs

Dock 101, beginning in 2009, became the island access point for weekend summer season visitors from Brooklyn. It is also the landing point for commercial passenger and charter ferry service to the island.

Picnic Point is located on the south point of the island. Open, green space is one of the primary features along with a magnificent view of the Statue of Liberty. Picnic tables, hammocks, benches, and playground equipment are available on a first-come, first-served basis.

The Promenade is a paved road that follows the perimeter of the island. Trams make continuous loops within the historic district and along portions of the promenade to Picnic Point and visitors may bicycle or walk the roadway around the island.

The Trust provides or manages permits for the following activities:

- Bike rentals by Bike and Roll, a private vendor.
- Opening former residential buildings as exhibit spaces for installations produced by arts organizations.
- Water Taxi Beach, a commercial venture providing food, a beach, and concert space for 3,500 people.
- Kayak rentals in a protected cove next to the island sponsored by local boathouses and kayaking organizations.
- Three 14-seat trams are available for visitors needing on-island transportation.
- Lower Manhattan Cultural Council Studios located in Building 110.

- Children's Museum of the Arts day camps and free arts program for weekend visitors.
- Concert venues at Water Taxi Beach and the green at Colonels' Row.
- The Urban Assembly's New York Harbor School campus and its aquaculture program.
- Harbor Map in the parking lot of South Battery.
- Food vendors.
- Cultural events and performances.

Interpretive Media

Audiovisual Presentation

The park does not have a formal audiovisual presentation. Visitors do have access through other sources to audiovisual interpretive presentations.

Audio Boat Tours

These tours are presented through a partnership between the NPS and the New York Harbor Parks Conservancy. Two different tours have information related to the history of Governors Island. Both programs are offered aboard a New York Waterway ferry.

- *America's Frontline: The Military History of New York Harbor*
The 90-minute tour brings the history of America's most strategic harbor to life. The narration—complete with sound effects and music—features National Park Service Rangers, veterans and historians telling stories of the 1776 British invasion in 1776, the defenses that protected the city, the flotilla that evacuated Lower Manhattan on 9/11, and much more.
- *America: Who We Are*
The one-hour program focuses on immigration's past and present explores historic harbor sites and the role that immigrants have played—and still play—in shaping New York and the nation.

Sales Item

- *First Army Band At Fort Jay*
– Two CD recordings of 1964

concerts by the U.S. First Army Band while stationed at Fort Jay.

Publications

- *Official Park Map and Guide* (2009) – developed as part of the Harpers Ferry Center new park program, the publication is limited in scope and size, but meets the need as an information piece to visitors and non-visitors alike.
- *Castle Williams* (2008) – full-color, park-produced, unigrid-styled site bulletin features a brief history of the fort in words and pictures. The brochure was originally developed during the General Management Plan process and features possible future uses of Castle Williams.
- *A Do-It-Yourself Walking Tour* (2007) – self-guided tour of the National Historic Landmark District. Buildings and areas within the district are identified by number on a map and descriptive information about each site is provided.
- *Governors Island* – temporary unigrid-styled brochure with map used when official park map and guide was out of stock. More detailed historical information is included along with information about the forts, the residential areas, and a keyed building map of the National Historic Landmark district.

- *Governors Island rack card* (2006) – Produced during

development of the official park map and guide. A map, basic access information, and program descriptions are on the card.

Site Bulletins

Site bulletins are illustrated flyers and handouts that discuss a single topic or a specific story or event in Governors Island's history. Lacking a visitor center, media programs or exhibit spaces, site bulletins have proved an extremely effective means of communicating “untold stories” about the people or events that have played a role in the island's heritage.

The end result of the research and development of these publications does not end as a site bulletin but the content is repurposed and repackaged across several media platforms in 2010 as traditional web pages and newer park produced media such as audio, video podcasts and possible cell phone tours.

The publications are all produced in-house and published on an office color copier with a total run of 1500 to 4000 flyers per topic per year. Two site bulletins, *Castle Williams* and the *Do It Yourself Guided Walking Tour* had print runs of about 10,000 copies and were printed through a Government Printing office contract.

- *Music in the Army* (2006) – tells the story of the island's music school. Needs a little more revision before sending to GPO for printing.

- *Women's Army Corps 1942-1978* (2009) – A short discussion of this aspect of the Army's heritage in allowing women to serve their country.
 - *Governors Island and the First World War* (2007) – The Army post at Fort Jay played a small but important role at the beginning of the war.
 - *The Key to the Continent: New York and the American Revolution* (2007).
 - *The Politics of Coastal Defense* (2006) – The national politics in play and the forces behind the construction of fortifications on Governors Island.
 - *Commanding Officer's House Quarters #1* (2005) – a flyer developed for Open House New York outlining the history and identifying some of the occupants of the commanding officers quarters.
 - *Garrison Life on Governors Island during the Civil War* (2007) – Another in the Civil War series on the island describing the Army post here during the war.
 - *Fort Jay* (2006) – outlines the history of the fortification.
 - *Prisoners of War* (2008) – Discusses the Castle Williams and the use of the island to hold Confederate prisoners of war during the Civil War.
 - *Oral Histories on Governors Island* (2009) – Tells about the park's program and sample summaries of several interviews.
 - *Place in the Environment: Governors Island: Nature in the City* (2009) – developed as an extension of a ranger guided tour program.
 - *Do It Yourself Guided Walking Tour* (2005, rev 2009) – Developed to provide an in depth self guided experience to visitors during the weekends when park staff can not conduct the 90 minute national landmark district tour. A Spanish version was developed in 2008 and a large type version in 2009.
 - *Foreign Affairs in the Federal Period 1790-1807* (2008) – another background piece describing the state of diplomatic relations and international affairs that compelled the need for an American coastal fortification program.
- styled book and illustrated history of the island.
- *Governors Island* by Andrew Moore and Lisa Kerenski – a coffee table photo book published by the New York City Public Arts Fund of still life images, locations, and buildings taken between the closure and redevelopment of the island.
 - *Alonzo Bell Diary* – An 1861 diary of a North Carolina Confederate officer held prisoner at Fort Columbus.
 - *The Graving Dock* by Gabriel Cohen and *Killer Heat* By Linda Fairstein – two murder mysteries staged on Governors Island.
- ### Wayside Exhibits
- “Signs on a Stick” were a series of park produced 11” x 17” laminated displays, essentially enlarged site bulletins, stapled to a 3’- 4’ tall wooden stake or taped to a lamp post near point of interest as part of a experimental effort in temporary waysides from 2006 to 2009. The displays originally used to enhance the self-guided walking tour experience by providing more detailed information. Topics covered by the displays include:
- Liggett Hall
 - Brick or Regimental Row
 - Gresham Road
 - Commanding Officer's House Quarters #1
 - Enright Road

Sales Items

There are a number of items sold in the park bookstore that were produced for the park or directly relate to the park and its story.

- *Images of America: Governors Island* – a collection of historic and vintage photos of the island by Arcadia Press.
- *Governors Island: Its Military History Under Three Flags, 1637-1922* by Edmund Banks Smith – a reprint of the 18th and 19th century history of the island.
- *Governors Island: Jewel Of The Harbor* by Ann Buttenweiser – a coffee table-

- Hay Road
- Generals' Row: Quarters 14-20
- Fort Jay Theater
- Pershing Hall Building 125
- Quarters 403
- The Arsenal District
- St. Cornelius Chapel
- The 1847 Chapel

- The American Chestnut Tree
- Elements of a Vauban style fortification located in and around Fort Jay including the glacis, moat, barracks, magazine, and ravelin.

In 2008 The Trust produced and installed about 26 wayside exhibits around the island drawing much of their information from the park-produced “signs on a stick” and additional staff assistance covering topics such as

island expansion.

As part of that 2008 effort, park staff produced and installed two locally produced wayside exhibits on aluminum and PVC panels about Fort Jay and Castle Williams. These were intended to be temporary measures and they are not listed in the MIDS (Media Inventory Database System).

The Urban Assembly New York Harbor School developed

Governors Island National Monument
National Park Service
U.S. Department of the Interior

Fort Jay


Since the American Revolution, there has been three different fortifications at this location.

The first one was hastily constructed in April 1776 when General George Washington ordered that earthen mounds and cannons be placed here to help protect New York City from invasion by the British Navy. The British eventually captured the city in September 1776 and occupied it until 1783, using Governors Island as a military hospital.


The earthworks were rebuilt in the 1790s with volunteer labor from the citizens of New York City when there was a threat of war with France. The gatehouse and the eagle statue on top may date back to that time.

From 1806 to 1809, while U.S. Army Chief Engineer Jonathan Williams was building Castle Williams, revamped Fort Jay by replacing the earthworks with the granite and brick you see today.


The barracks were the last significant to the fort when they were constructed during the 1830s. The barracks housed soldiers and bachelor officers for almost a century until they were remodeled into townhouse-style apartments for junior officers and their families in the 1930s. They were used as family housing until 1996 when the U.S. Coast Guard left Governors Island.



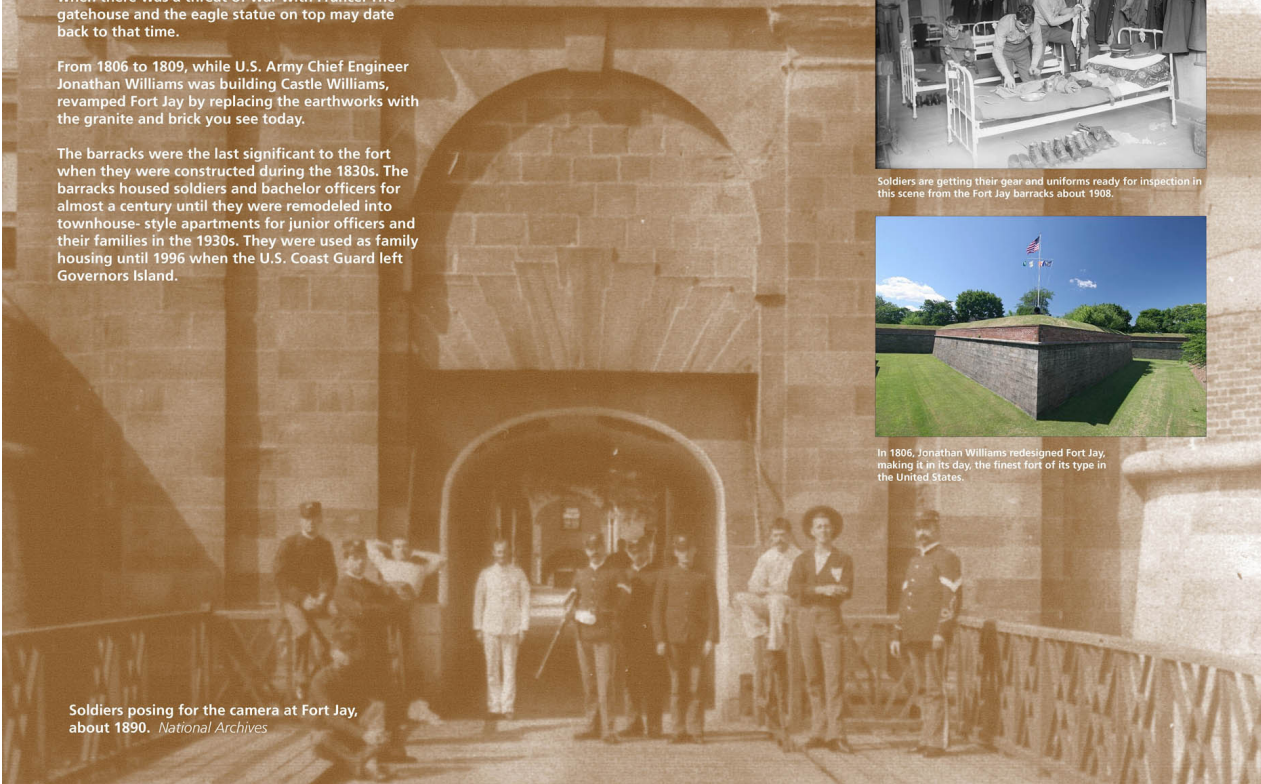
Fort Jay is located on the highest point of the island. The surrounding dry moat, the fort's star shape and 50 or more cannons along the walls made it a difficult fortification to capture. It not only protected New York City and Governors Island, but also the land side of Castle Williams (the circular fort at the top of the photograph).



Soldiers are getting their gear and uniforms ready for inspection in this scene from the Fort Jay barracks about 1908.



In 1806, Jonathan Williams redesigned Fort Jay, making it in its day, the finest fort of its type in the United States.



Soldiers posing for the camera at Fort Jay, about 1890. *National Archives*

One of the 2008 wayside exhibit panels produced and installed by park staff. Photo: NPS

three wayside panels in 2009 for their Oyster Discovery Center at Building 134 and Dock 101 (located within the Trust-managed portion of the National Historic Landmark District) explaining oyster restoration, marine education, and the history of oysters in New York Harbor.

Exhibits

As an effort to animate undeveloped spaces and places and develop public interest in the island, the park and The Trust has served as a venue for the performing and visual arts since 2005. Two video exhibitions have been staged in the Fort Jay magazine inspired by the nature of war, *Veterans' Flame* (2009) and *Thousand Islands* (2005).

The courtyards of Fort Jay and Castle Williams were the venues for a 2008 and 2009 audio exhibition *Are You the One?* and in 2010 *Audiopolis*. FIGMENT artists also produced exhibits in the moat of Fort Jay, and on the glacis in Fort Jay. *Is It Me?* in which the exhibit curator in a Wizard of Oz fashion manipulated sounds in response to the movement and reactions of visitors moving through those spaces.

The Fort Jay magazine has drawn interest from several artists participating in island-wide art expositions since 2005.

Thousand Islands by Serge Spitzer – part of the 2005 Lower Manhattan Cultural Council *Set and Drift* island-wide exhibition was a video installation in the magazine courtyard of the artist's edited and stylized video of a "food fight" at an annual

European tomato festival that was projected on two walls. Festival participants covered in tomato paste and the alternating speed of the video with a roaring static audio track called for viewer engagement and contemplation in what was being seen.

The Nocturnal Garden Pond by Gregory Skolozdra – a 2010 FIGMENT-sponsored sculptural light and illuminated installation of a magical glowing flower and lily pad lined pond shoreline in one of the flanking howitzer casemates.

PlaneSpace by Christine Sciulli – a 2010 FIGMENT-sponsored light installation in one of the flanking howitzer casemates used beams of light to cut through a dense, organic network of dried grass, vines, and bramble forms. Points of light variously slink, careen, collide, and disperse along twisted pathways – the result of a projected line mapped onto the tangled network of *PlaneSpace*.

Veterans' Flame by Krzysztof Wodiczko – part of the 2009 CREATIVETIME *Plot/09 This World Nearer Ones* exhibition, A video installation of a candle flame projected on the magazine wall in the magazine center courtyard moved with the recorded voices of veterans sharing accounts of war and its aftermath in Iraq and Afghanistan. Wodiczko conducted the interviews in April 2009, interested in having his subjects explore, through the act of remembering and retelling, the complex psychological space between the battlefield and their homes. By appropriating public buildings and monuments as surfaces

for projections in his work, Wodiczko focused on the ways in which architecture reflects collective memory, history, and the loss of life. Fort Jay's silent chambers were once again filled with the voices of soldiers, and a monument to history's conflicts became a place to contemplate contemporary accounts of war and longing.

Junior Ranger

According to the FY2009 Servicewide Interpretive Report there were 687 participants. A booklet produced and printed through a GPO contract in 2008 is available at the Battery Maritime Building and the bookstore or can be downloaded from the park website or obtained from interpreters and NPS volunteers roving the island.

Interpretive Media Assets

Media assets include other park resources available to interpretation that support the design of personal services programs or interpretive media.

Museum Collection

The park's museum collection consists of about 500 objects, largely printed ephemera, publications, vintage and rare books, photographs and postcards and small three dimensional artifacts with historic associations to Fort Jay, Fort Columbus, Castle Williams, the New York Arsenal and military activities on Governors Island.

Archives

The park has an oral history program. Seasonal staff members and park volunteers have recorded histories from the U.S. Army era of early and mid-20th century. The digital recordings are kept on computer files for immediate staff access and backed up on CD media. They are in the process of being transcribed and illustrated with photographs provided by the interview subjects and the park's museum collection. In early 2010, some of them were posted on the park's website.

Film and Video

The park does not have any film or video resources of its own, but there are resources possibly available for use and repurposing into media presentations. The island has been featured or appeared

in several locally produced documentaries about Governors Island. The local city owned television station NYC-TV has produced three segments about Governors Island. *Blueprint* was a program that discussed urban planning and covered the early days of the island's development and opening for public access. *Secrets of New York* aired an episode on New York jails and prisons and featured Castle Williams. \$9.99, another NYC-TV program featured recreational opportunities on several islands in New York Harbor.

In 2006, WNBC-Channel 4, the NBC affiliate-produced *Jane's New York* did a 30-minute documentary on Governors Island opening the program with shots and interviews in Castle Williams.

The local PBS affiliate WNET-Channel 13 has produced three programs, two about National Park sites in New York, a

documentary on Henry Hudson, and a youth film project featuring a 4-minute segment on and using Governors Island scenes and stories as a backdrop.

Park Library

The park library consists of nearly 400 books and about 20 DVDs on topics related to the park's interpretive themes, early acquisition accomplished using the 2006 cooperating association scope of sales thematic topics as a guide. Cataloging and maintenance of the library is accomplished largely through volunteer efforts.



During the Friday morning programs, local youth participate in different activities such as a 19th century Union Army drill. Photo: Ilyse Goldman/NPS

Personal Services

Almost all of the personal services are available only during the summer season – June through October. Services may be provided upon request during the rest of the year.

Education

The park does not have any formal curriculum-based education offerings at this time. During FY2009 one program was developed and piloted to meet fourth- and fifth-grade curriculum standards where students used mapping and critical thinking skills to examine the decisions that George Washington needed to make in terms of troops and materials to fight to protect New York City during the Battle of Brooklyn. This program was presented twice to 37 students. Teachers and students made suggestions for improvements which were noted and incorporated. The division hopes to continue to pilot this program during the 2010-2011 school years.

The park staff maintains informal relationships with a number of New York City school teachers. While not involved in extensive programming with local elementary and secondary schools, staff has been watching trends and gauging needs of local educators to provide programs as requested.

Special Events

Since 2006, the park has sponsored two special events, Civil War Heritage Weekend and Army Heritage Day. Civil War Heritage Weekend has evolved



The 319th Army Band performing in the Fort Jay courtyard.
Photo: Sami Steigmann/NPS.

into a premiere Civil War living history event in New York City and in the past several years has attracted a surprising degree of media attention from magazines such as *New Yorker*, *New York*, *TimeOut*, and *TimeOut for Kids* as a great weekend offering. Nearly 15,000 visitors witnessed and encountered living historians from six living military units presenting army camp and civilian life demonstrations, talks, music, children's programming, cannon firing, and historic weapons demonstrations.

Army Heritage Day is a small scale military history timeline event that attracted about 5000 visitors in FY 2009. The program involves modern day Army units and assets from the area and the United States Military Academy at West Point. Additionally, the event involves living historians from the Revolutionary and Civil War periods presenting camp life and civilian life demonstrations, talks, music and historic weapons demonstrations, children's programming, concerts

by the 319th Army Band. In 2010, the park added a USO-touring blues band to the event. It also is a standing date for Army brat reunions held every few years.

Community Programming

Approximately 600 people attended the Hudson Heritage series, held throughout the summer 2009 to commemorate the 400th anniversary of the Dutch settlement of New York. These activities, presented in partnership with the Queens County Wyckoff Farmhouse Museum, included lectures and children's programming emphasizing the early Dutch settlement of Brooklyn and the tri-centennial celebration.

Personal Services Programs

National Park Service

During FY 2010, over 83,000 visitors attended the interpretive programs and demonstrations, bike tours or were encountered during interpretive roves.

Programs are presented within the National Historic Landmark district, Fort Jay, Castle Williams, and Picnic Point

The National Historic Landmark District tour is a 90-minute tour offered twice daily on Wednesday and Thursday and has been an interpretive offering since the first summer of the park's operation in 2003. Free tickets must be obtained at the Battery Maritime Building to go on the tour. This program is offered while the island is officially closed to visitors during the summer season. Visitors must remain with the tour at all times while on the island. The tour touches on all the major interpretive themes with a greater focus on National Experience and the Community in City themes.

"Orientation to the History of Governors Island" the Fort Jay/ Castle Williams tour is a 45-minute tour offered three times daily on Friday, Saturday, and Sunday. The walk begins at the top of the hill by Soisson's dock, continues to Fort Jay and ends at Castle Williams. The tour covers the National Experience and the Community in City themes.

Friday Morning Children's Programs began in 2008 in response to the island opening on Fridays and the numbers of youth groups and summer camps seeking free venues for their youth clients. Held in the quadrangle of Fort Jay, it involves an overview and participatory exercise in the routine duties and drills of a 19th soldier, a Confederate prisoner of war, or a wife of an enlisted soldier and officer. This program is New York City curriculum-

aligned and serves school groups towards the end of the school year and day camp groups.

Ranger's Choice programming began in 2009 as park staff began to witness significant repeat visitation and a need for more than basic historical orientation tours. Programs were offered during the weekends in place of one afternoon tour on a variety of topics:

"The Battle for New York and Governors Island" - Program explored the role of Governors Island during the largest battle of the American Revolution. The program also featured a historic weapons demonstration at its conclusion.

"Prisoners of War" - Governors Island was as a prisoner of war facility during the Civil War. Confederate prisoners were held in various buildings on the island from 1862 to 1865. The program also featured a historic weapons demonstration at its conclusion.

"Women in the Civil War" - A talk and tour about the non-traditional roles of women during the Civil War, discussing the contributions of these women (from soldiers to spies), and brings to the forefront the brave lives of the "fairer" sex.

"Nature in the City" - The city is seldom thought of as a natural place-- filled with skyscrapers and the bustle of crowds it easy to forget that there is soil underneath the concrete and trees growing in the medians. Using Governors Island as a backdrop, park staff highlight the natural processes and the plants and trees that are actively shaping our lives as city dwellers.

"Natives in New York" - The story of the island goes back far beyond European activity in North America. Park staff offers a special walking tour exploring the Native American experience on the islands of and surrounding New York Harbor.

"A Little WAC-Y: The Women's Army Corps" - Created as a way to free up men to fight overseas in World War II, the Women's Army Corps pioneered the way for women in the military. Park staff offers a special walking tour detailing the history of the WACs and the places they called home and the jobs they performed at the Fort Jay army post.

"Faugh a Ballagh - The Irish in Union Blue 1840 - 1865." A walking tour focusing on the Irish experience in the United States Army and at Fort Columbus on Governors Island from 1840-1865. The program also featured a historic weapons demonstration at its conclusion.

"Become a Person from the Past" - A 2010 pilot of Discovery Space programs in Fort Jay. Children discover the contributions of the men and women from the Revolutionary and Civil War periods by exploring the material culture of those eras by dressing up in child-sized period clothing and using the appropriate accoutrements.

Roving interpretation is offered at Fort Jay, Castle Williams, and the National Historic Landmark District during public access days. At the ferry landings at Soissons Dock, Brooklyn Dock 101, staff provide basic way finding, program orientation and interpretation to arriving visitors.

The National Park Service provided facilities, venues, staff assistance or special programming for partner programming organizations on Governors Island during 2009.

Long Island Writers' Guild

An annual series hosted by the park since 2006 with open readings of original poetry and prose exploring Long Island and New York City themes and experiences. Park staff, The Trust staff, and members of the public have shared their family-friendly works. In 2009, the Guild honored the park with a community partner award.

Children's Museum of the Arts

Free Arts Island Outpost –
Sat-Sun 11am – 3pm Summer
Art Colony – one and two-week
long camps for children 7-14

CUNY/Queens College Institute for Sustainable Cities 2009

Summer Lecture Series
Saturday 1:30pm in Pershing
Hall – talks on different “green”
topics



During the Civil War Weekend, Battery G of the Pennsylvania Light Artillery provides historic weapons demonstrations. Photo: Daniel C. Krebs

Historic Weapons Program

With two fortifications as the park's primary resource and the period of significance spanning U.S. Army history from 1794 to 1966, historic weapons demonstrations such as musket and cannon firing demonstrations, drill and military living history programs

in period appropriate historic uniforms are an important component of many formal tours and informal roves. On a larger scale with living history groups they are also offered during special events. These programs will increase in importance and popularity as the Castle Williams and the War of 1812 bicentennials and the Civil War Sesquicentennial begin in 2011. These demonstrations are conducted by park staff and volunteers under the supervision of NPS certified historic weapons certified personnel according to NPS policies and guidelines.

Staffing:

In 2010 the Interpretation Division staff included the GS-025-11 Supervisory Park Ranger, two GS-025-9 Park Rangers (one was on extended leave), four GS-025-5/7 seasonal Park Rangers, and nine GS-090-4/5 seasonal Park Guides.



Park interpreters rove the park, the National Historic Landmark District, and the ferry landings providing assistance and opportunities for new insight to visitors. Photo: Dan Barker/NPS

The GS-11 ranger manages the park's interpretive, education and visitor services providing day to day direction and annual planning for operations in those programs 30% and attending meetings and coordination with park partners 20%. The position also supervises the library 5%, museum 10%, and history programs 10% and is the regional point of contact for those programs and additionally for visitor protection and fees 5%. The position is also the park's lead cooperating association coordinator 5% and alternate for the following programs: bookstore operations, historic weapons 5%, web page maintenance and uniforms. The position also serves as the park special use manager 5%.

One GS-9 ranger in a recently established position leads the living history, historic weapons, and ranger in classroom programs. The position supervises bookstore operations and is the cooperating association coordinator for the park 20%, the lead

for the living history volunteer program, the park's summer lecture series 20%, planning, research, and program development 25%; historic weapons program 10%, summer seasonal operations, 25%.

The second GS-9 ranger is the park's interpretive specialist, interpretive trainer, and holds collateral duties with emergency medical services 5%, seasonal recruiting and staffing, seasonal training, and visitor services 30% and supervises the seasonal staff 30%. The position also supervises the volunteer program and is the group lead for maintaining the park's website 10%. This position is the regional office point of contact for accessibility, volunteers, and education programs. The position is the public point of contact for volunteers, living historians, lecturers, and elementary/secondary school educators and alternate for park special uses 5% and conducts research, planning, and program development, 20%.

Partnerships

In 2010, The Trust for Governors Island (The Trust) became the legal successor to the Governors Island Preservation and Education Corporation (GIPEC) and assumed responsibility for the planning, redevelopment, and ongoing operations for 150 acres of Governors Island. Once a partnership of New York City and New York State The Trust, now a 501(c)(3) – not-for-profit corporation and an instrumentality of the City of New York, seeks to bring Governors Island back to life, making this island at the center of New York Harbor, a destination with great public open space, as well as future education, not for profit and commercial facilities. The Trust is the park's primary partner and neighbor on Governors Island.

Governors Island Alliance is a coalition of organizations and individuals working to celebrate the island's rich history, create memorable parks and public spaces, and ensure appropriate reuse of the island and its historic structures. The Governors Island Alliance's and its organizational host, the Regional Planning Association championed the concept of redeveloping the island as a great civic space is the basis for the 2003 transfer from the federal government to The Trust and the NPS.

The mission of the National Parks of New York Harbor Conservancy, a nonprofit 501(c)(3) organization, with the National Park Service is to preserve and protect the National Parks of New York Harbor for the people of the region and for visitors, both



During the summer, seasonal park rangers and park guides provide interpretive services. Photo: Daniel C. Krebs

national and international. The Harbor Conservancy has embarked on an ambitious initiative focused on improving access, through a seamless waterborne transportation system and its interactive web portal; enlivening the park experience with an imaginative array of new programs; and restoring these national park treasures by supporting select capital projects.

The Urban Assembly New York Harbor School provides a college-preparatory education built upon New York City's maritime experience. In November 2006, Harbor School was selected to be the first tenant of the island. And in April 2008, the New York City Department of Education signed a 40-year lease for Buildings 550 (main academic building) and 134

(the future Marine Science and Technology Center). The new facilities on Governors Island, which opened in September 2010, place students in the center of the maritime economy and aquatic environment of New York. By immersing students in the maritime experience, the school will teach young people the skills necessary to help utilize, study, and protect water resources in New York and far beyond.

Working partnerships have been established with several living history organizations that share the park's goal of by providing visitors a tangible link to the island's U. S. Army heritage.

119th New York Volunteer Infantry Association is a Bethpage, Long Island-based living history group that

portrays a volunteer Union Civil War regiment from Long Island. As part of the of the National Regiment, an umbrella group of other Civil War living history organizations in the Northeast and Mid-Atlantic states, they participate in numerous educational programs, parades, 19th century living history presentations, military reenactments, television documentaries, and Hollywood movies. In addition to the military impression, the Association has an active Soldiers Aid Society interpreting civilian life of the era.

Gawdawful Mess Civil War Group is a similarly organized living history group based in New Jersey that interprets the Confederate military Civil War experience and provides the park an important means of



In spring 2010, the Governors Island Alliance, Carl Scorza, a former Artist in the Park, and a local high school class created a large-scale painting of a harbor map. Photo: Elizabeth Case/Governors Island Alliance

interpreting the Confederate prisoner of war experience on Governors Island.

Battery G of the Pennsylvania Light Artillery, a similarly organized living history group based in Pittsburgh, Pennsylvania, interprets the experiences of artillerists during the Civil War, and provides popular cannon firing demonstrations with their M 1857 reproduction 12-pound Napoleon cannon.

Colonel Albert Pawlings Levies is a Westchester County-based Revolutionary War living history group with extensive experience working with schools as part of the state educational curriculum, and is also a programming partner with Saint Paul's National Historic Site.

Eastern National

The park has two sales areas/visitor contact stations that were operated in partnership with its cooperating association, Eastern National through June 2009.

There currently is a new cooperating association agreement that includes both Eastern National and the National Parks of New York Harbor Conservancy (Harbor Conservancy) in a joint venture to enhance visitor and public understanding of the National Parks of New York Harbor (NPNH) through educational and interpretive sales in NPNH site museum shops as well as product development for the shops. The primary sales location is in Building 140 located at the main ferry landing on

the island. Through an Eastern National agency development grant, a second location was developed in the waiting room of the Battery Maritime Building waiting room in 2008.

The top selling items included the three history and photographic books about Governors Island; Civil War items including bugles, cannons and kepis; published diaries of two Confederate prisoners held on the island; and books and videos about New York City and Hudson River history.

The Scope of Sales was drafted in 2006. At that time the park's themes had not been established, but a range of topics were included that covered most of the themes:



The Battery Maritime Building bookstore. Photo: Michael B. Shaver/NPS

- The American Military Experience
- Military Architecture 1776-1966
- Architecture of coastal fortifications 1700-1900
- Army Ordinance
- Revolutionary War in New York
- The War of 1812
- The Role of Music in the U.S. Army 1800-1860
- The United States Army in a period of evolution 1815-1860
- The Civil War
- The 1880 Presidential Election
- Spanish-American War
- The United States Army between the Wars
- Early Army Aviation
- World War I
- Between the Wars
- World War II
- The Cold War
- U.S. Coast Guard at Governors Island 1966-1996
- The Harbor and the City: The Object of Protection
- Environment and ecology of the harbor and New York City

Sales for the two bookstores from FY2008 to FY2010 averaged about \$20,000 each year for the 20 week season that the island is open to the public.

The percentage donation for bookstore sales averages about \$1500 per year. So far those donations have funded acquisitions for the park library with the remainder being held to support the living history and historic weapons demonstration programs.

Volunteer Program

According to the FY09 Volunteer Report 5,358 hours of service was provided for interpretation by twenty two core volunteers. Volunteers provided bird walks and bike tours as well as participated in three service-wide programs for National Public Lands Day including bird migration, “Flowerboxes in Fort Jay,” and “Images of Our National Parks.” Sixty-two living history volunteers participated in the Civil War Weekend.

Two performance art groups, Dancing in the Streets and Zvi Dance, and three arts organizations, “CreativeTime”, the Lower Manhattan Cultural Council, and FIGMENT, mounted video and static art installations, a series of dance performances, and a sculpture exhibit in and around Fort Jay and Castle Williams. The New York Studio School and the National Academy of the Arts brought four students to the park as part of their instructional and the park’s “Artists in the Park” programs. The exhibitors and artists spent 8,850 hours creating and performing artistic works.



Park volunteer, Rhonda de Freitas, maintains the historic scene by planting flower boxes in front of the Fort Jay barracks. Photo: Ilyse Goldman/NPS

Recommendations



*“Telling America’s
whole story, with all its
imperfections and beauty,
is a gift to ourselves and to
future generations.”*

NPS Second Century Commissioner
Carolyn Finney

Interpretive planning supports the park's General Management Plan (GMP). It assesses current conditions and formulates recommendations that will provide direction and focus to achieve the desired future interpretive program as prescribed in the GMP. A long-range interpretive plan analyzes all needs and recommends a wide array of interpretive services, facilities, programs, and opportunities for partnerships to communicate in the most efficient and effective way the park's purpose, significance, and values.

The preferred alternative of the 2009 GMP prescribes working with other national parks in New York Harbor, partners and organizations, to develop activities in Castle Williams and Fort Jay and on the *glacis* that showcase and interpret the island's key themes. Programs, exhibits, and special events would help visitors understand the island's strategic location in the harbor, its historical military and defense role, and the forts' relationship to the country's larger coastal defense system. The harbor story allows the public to put the island's history into a larger perspective. The Harbor Center would provide opportunities to learn and appreciate how the harbor made New York City what it is today, how the growth of New York has affected the harbor and its ecosystem, and how uses of the harbor and its waterfront continue to evolve over time. Governors Island's location in New York Harbor and views from the island of the harbor and city give it a special advantage in telling these stories.

The Goals for Interpretive Programming are designed to realize the vision, objectives, themes, and visitor experiences described in the Foundation for Planning section. The following principles will apply to all interpretation at Governors Island National Monument:

- All interpretation will address universal design.
- Where possible, interpretation will use reproduction objects and documented personal stories to bring the story alive for visitors.
- Where possible, the park will partner with neighboring institutions to develop programs, media, and share research.
- The park will follow the standards of the National Park Service Graphic Identity Program as signs and interpretive media are upgraded allowing for exploration with partners to support a seamless visitor experience.
- Interpretation will include examples and perspectives from diverse points of view. It will respond to diverse audiences, varying levels of interest, and different lengths of time for a visit.
- Where possible, "virtual visitors" will have opportunities to view key park vistas and access to new research, studies, management plans, and historical information.
- Reinforce the island's dynamic nature and that Governors Island is part of history's continuum. History is not merely one or a series

of static dates but continues to change every day.

Goals for Interpretive Programming

Workshop participants identified goals to enhance the effectiveness of the interpretive services within Governors Island National Monument. These goals and associated actions are representative of many ideas generated during the workshop. Action items are listed below each goal, and were used to create the Implementation Plan located in the next section of this document. Over the next three to five years Governors Island National Monument and its partners will focus on the following goals:

Improve Arrival and Orientation Experience

An important goal for providing interpretive services over the next 3 to 5 years is to improve orientation and access to park and island information. No unified sign system exists to clearly identify park historic sites, or provide information and clear directions to park sites. Before visitors can have a meaningful park experience, they need to find their way to the park, determine where the experience begins, and take care of their basic needs. Visitor experience issues such as agency identity and orientation must be addressed before interpretation can begin. Effective signs as well as pedestrian orientation and information are the first steps toward satisfying these basic visitor needs.

Due to multiple departure and arrival points, Governors Island National Monument has very



Park interpreters will continue to provide a welcome and orientation talk to visitors upon arrival at Governors Island.
Photo: Ilyse Goldman/NPS

different challenges than many other parks. It can be a challenge to ensure that the information on how to safely enjoy the park and park resources is easily accessible to all visitors. Because of the multiple entry points and the numbers of people travelling on each ferry boat, visitors using park resources may not ever make contact with park staff. There may also be limitations on how park staff may provide interpretive services and orientation to visitors riding on the ferries. In the future as connections to other sites and destinations (Ellis Island, Statue of Liberty, and South Street Seaport) are added, the challenge will increase.

Park staff should work with island partners to identify potential solutions including updating and improving the public access map, posting variable message signs, making recorded announcements,

offering more free and commercial multi-lingual maps and publications, developing a park handbook, producing an orientation video, and designate a park visitor center. Any solutions involving non-NPS property would require agreement with The Trust.

Specific recommendations include:

- At all departure points to Governors Island: Battery Maritime Building, Brooklyn Bridge Park Pier 6 to Governors Island, and Battery Maritime Visitor Contact Station.
- Offer individual orientation and information service.
- Provide a brief, targeted audiovisual presentation on The Trust or National Park Service monitors.
- Provide short, targeted orien-

tation and daily program talks to visitors waiting in the ferry line both inside and outside of the building.

- On the Ferry (owned/operated by The Trust).
- Provide schedule of events, guides, and maps.
- Offer a digital “orientation” program.
- Assign a ranger to rove the ferry.
- Upon arrival at Governors Island – Dock 101, Dock 102, Soissons Dock, and Building 140 Visitor Contact Station.
- Continue to offer individual orientation and information service.
- Provide a welcome and orientation talk highlighting program schedules.

- Provide a brief, targeted audiovisual presentation on The Trust or National Park Service monitors in Building 140.
- Have a ranger always visible to visitors all over the monument.

Develop and Implement a Marketing Program

Positive personal experiences on the island shared with others has increased repeat visitation and brought in new visitors. A shared challenge for the island and the park is to market to new immigrants and other visitor communities who have not traditionally gone into the larger city or to destinations outside their local neighborhoods. Located within an international center and an international destination, the park has a phenomenal opportunity to tell a uniquely American story that can be intriguing and compelling to international visitors who often look for free or economical places to have such an experience. Once established in international guide books, the park can easily become a destination for international visitors.

Establishing a Governors Island National Monument marketing team will promote a stronger connection between the park, the island community, and the National Parks of New York Harbor. This effort should be coordinated with NPNH and the Conservancy to coordinate with other marketing/branding projects. The team will develop a marketing plan with a goal to increase visitation and stewardship of Governors Island National Monument. The plan should

have a clear vision, measurable results, NPS branding strategies, opportunities for feedback, and specific procedures and policies.

Other marketing options include:

- Develop relationships with partner groups who can help park staff with marketing and public relations; provide staff as needed for training.
- Invite selected hotel concierges, programming partners, Staten Island Ferry staff, Heliport staff, Big Apple Volunteers, Statue Cruises, and continue to invite NPNH staff to the park and island for pre-opening orientation and familiarization tours.
- Write and submit a weekly series of articles for *AM/Metro*, *New York Times*, *Daily News*, and neighborhood papers like the *Downtown Express*.
- Produce occasional features for local National Public Radio stations, WNET (PBS affiliate), local cable access, New York One, and Spanish and other foreign language television stations and public access channels.
- Expand opportunities for and target small commercial tour groups in small towns in Pennsylvania, on Long Island, in Connecticut, and in upstate New York.

Improve Park Website

Since the National Monument was established in 2001, significant changes in digital technology, in DOI/NPS web

standards, and in social media have occurred. During the life of this plan, park staff will need to continually increase and improve their skills with the technology, monitor and update all web-based content to meet the current standard, and remain vigilant about what is posted via social media sites.

An ever-increasing percentage of park visitors are web users who visit Governors Island National Monument (www.nps.gov/gois) seeking information. Many of these “virtual visitors” never actually come to the park, but have their needs met solely through the website. The website should highlight the opportunities and experiences that are available to both on-site visitors and virtual visitors.

- Develop and post virtual tours of Castle Williams, Fort Jay, and the National Historic Landmark District.
- Continue to improve interactive web-based activity for kids/students on harbor defense and ecology of the harbor.
- Continue to post historical research online.
- Develop and post a digital version of self-guided tours.
- Create a Facebook page and explore other appropriate venues of social media in accordance with NPS policy.
- Develop partnerships with universities and other groups to support improvements and establish on-going creative process for tapping into the power of the internet.

- Provide information on the ecological significance of the harbor and links to NPS ocean/ecology information and others as appropriate.

Establish an Interpretive Presence at Castle Williams

The 2009 GMP states that Castle Williams would eventually be the island's main exhibition and interpretive center with multimedia programs and interactive exhibits. In order to make Castle Williams accessible to the public, the park is removing hazardous materials and stabilizing the building. This work is scheduled to be completed by early 2011.

New freestanding interpretive exhibits inside and outside Castle Williams will be installed by summer 2011. The exhibits will include a welcome orientation panel, harbor wayside exhibit, tactile model of Castle Williams, three freestanding exhibit modules reflecting different historic eras

including defense, confinement, and community, and a wall scrim revealing Castle Williams' historic uses. An electronic animated video "fly through" of Castle Williams will also be created and made available to visitors via video monitors and thorough the park's website.

A variety of interpretive programs will be offered at Castle Williams. Staff members will provide orientation and stationed interpretation. Ranger-guided tours will be the only way that visitors can access the roof of the fortification with its view of the harbor and the other existing forts that once protected it. Park interpreters in period uniforms will present programs. Harbor defense talks will be offered from the top of Castle Williams.

Create a Discovery Experience at Fort Jay

Fort Jay is located at the center of Governors Island National Monument. Historically, that

placement was a strategic decision. The 2009 GMP provides a management vision that Fort Jay become a center for "dynamic interpretive and educational programs, exhibits, events, tours, and informal recreation." Fort Jay will also be used to provide visitors with a glimpse into the domestic life of former military officers stationed there.

An interpretive discovery experience has been proposed that would include "curriculum-aligned" activities related to engineering, journaling, archeology, and the environment. The activities would be targeted to youth and families. These activities would be interactive and feature a variety of interpretive techniques. Visitors will self-select the activities they participate in based on their needs including time constraints and children's ages. Historic weapons demonstrations and living history interpretation will continue and be integrated into this experience and enhanced thorough youth programs exploring examples of the material culture of the soldiers and civilians that historically lived on the island. Two of the Fort Jay barracks apartments would be opened to allow park staff and volunteers to facilitate the discovery experience. Staff members would also be available to provide orientation and stationed interpretation within Fort Jay.

Future interpretive services inside Fort Jay may include:

- Produce a military uniform display and activity.



By summer 2011, new freestanding interpretive exhibits will be installed in the Castle Williams courtyard. Photo: Andrew Moore



Park staff will better emphasize and interpret the iconic Fort Jay gateway sculpture. Photo: Judy Jacob/NPS

- Develop the magazine center court into program space.
 - Establishing an EN/Conservancy sales area in the barracks based on an historic use such as a post sutler similar to one at Fort Pulaski and Fort Delaware.
 - Produce an historic photo display.
 - Provide office and exhibit space to program partners. Partners would include organizations that could address the ecological significance of the Harbor.
 - Produce a digital media tour in various languages.
 - Expand living history interpretation events by military era.
 - Organize a more complete Army history timeline event that features living history interpreters from different eras, perhaps an era on each side around the perimeter of Fort Jay.
 - Better emphasize and interpret the gateway sculpture. Give programs or write a site bulletin about the sculpture.
 - Interpret the designed protective landscape.
 - Develop and implement historic furnishings plans for the bomb proof, magazine arms room and powder room, guard house, and barracks.
 - Develop “guided discovery” activities for children to encourage visits to different sites in the park or on island.
 - Consider establishing heritage overnight experiences in historically restored barracks.
 - Produce short videos for example one subject for each Fort Jay apartment using real residents or actors talking about various periods of time.
- Family life 1930, 1950, 1960, 1980.

—Barracks life 1840, 1860 (Civil War prisoners), 1880, 1900-20.

Determine Dock 102 Experience

By 2011, Dock 102 will be available for ferry passenger use and interpretive exhibits for the pier and shelter are in development for 2012 to address GMP goals of information and orientation. Minimal services will be offered until the visitor experience is more clearly defined. The 2009 GMP states that Dock 102 will provide visitors with information, orientation, shelter, and other basic services. Initially visitors will have access to benches located on the pier and a shelter adjacent to the pier. The shelter will not be staffed. There will be seating for 75 people and bulletin board cases will display basic arrival and orientation information. As a transportation hub, commercial and National Park Service usage has yet to be determined.

Dock 102 would be the primary location to emphasize the “Place in the Environment” theme focusing on New York Harbor and the harbor environment. Partnerships with the Urban Assembly New York Harbor School and others would allow the park to connect to the Ecodock and the FLUPSY oyster cultivation project. A 2010-2011 Challenge Cost Share project with Governors Island Alliance will identify potential partnerships and ways to use the dock and other locations to interpret the ecological significance of the harbor. A variety of interpretive services including wayside exhibits, education programs, guided

and self-guided programs, touch tanks, digital media, and more could be developed.

Specific interpretive recommendations include:

- Developing, fabricating and installing a 3-dimensional, hands-on orientation model of the island.
- Use Dock 102 as a departure point for recreational boating or small New York sloop sailboat tours that reveals the maritime history surrounding the island.
- Encouraging visiting historic boats and ships that have appropriate thematic connections to dock and provide visitors with access.

Determine best use for Building 140

- A 1,000 square-foot easement in Building 140 provides the park with a prime location,
- A video of the history and ecology of Governors Island and/or a brief PowerPoint program, similar to the

adjacent to Soissons Dock, to provide opportunities for visitors to learn more about the park. The Eastern National/Conservancy bookstore is located in the front half of the building, and there is a large unused space in the back. Determining the best use of the entire space will be a priority. The 2009 GMP states that Building 140 will be retained as a visitor contact station. Options to consider include converting the entire space to a staffed or unstaffed orientation and information facility and moving the bookstore to Fort Jay; and creating a small theater and exhibition area and keeping the bookstore. Either of these options would allow the park to offer more interpretive services including:

one the Museum of City of New York developed for its Manahatta exhibition in 2009, revealing how the island has changed over time. Visitors could sit and watch these programs as well as purchase them through the bookstore.

Two or three interactive kiosks would allow visitors to press a point on an island map and discover more about that particular location.

While many visitors do go into Building 140, many more could be accommodated. Due to the lack of description in the historically accurate title, visitors may not know the bookstore, or whatever future use may be determined, is there. Renaming the building may be a solution.

The bookstore offers a good selection of quality, relevant, and scholarly publications. The park recognizes that 21st century visitors learn in a variety of ways besides traditional publications. Park staff will work with EN/Conservancy to expand its sales line to include appropriate theme-related items. Spanish and other language resources such as Chinese, Yiddish, Hebrew, Russian, and Korean will also be reviewed. If not considered to be commercially viable, they could be produced by the park as part of its site bulletin program.

Develop and Provide Education Programs

An effective park education program requires adequate staff for planning, development, implementation, and assessment. The resources and themes of Governors Island National



An unstaffed shelter and benches will be available at Dock 102 when it is open to ferry passenger use. Photo: Michael B. Shaver/NPS

Monument offer great potential for the development of dynamic and popular education program in partnership with New York City area schools, neighboring parks, historic sites, and affiliated areas.

A well-designed and run park youth outreach and education program generally depends on establishing a Youth/ Education Coordinator position. This role has been a collateral duty assignment for one of the GS-025-09 Park Rangers, but to be truly effective it needs to be a full-time position. The primary role of the coordinator will be to secure resources to facilitate the development and growth of a curriculum-aligned program based on national and state education standards. The position would additionally coordinate with various organized youth groups and outreach programs.

With a strong program and ties directly to local, state, and national curriculum standards, more schools will see the value of using the park to help meet their needs. This can be accomplished by involving educators from area schools singularly or as part of an organized educator advisory group directly in the development of both general and specific activities and curriculum guides.

NPNH is developing an education strategy to improve and expand services to schools and to be more strategic in the allocation of fiscal and human resources. This strategy will help to establish a more systemic and sustainable approach to education across the NPNH sites.



Building upon the successful wayside exhibit panel and display, the Urban Assembly New York Harbor School's Oyster Discovery Center will provide visitors with more opportunities to discover stories of the "Place in the Environment" theme. Photo: Fran Agnone/NPS

Specific education recommendations include:

- Establish endowments for providing transportation for school groups.
- Collaborate with a variety of partners including The Trust, Governors Island Alliance, and the Urban Assembly New York Harbor School to research, design, and implement pre-K – college curriculum-based programs.
- Give in-service credit to teachers who participate in pre-service, in-service, and service learning workshops. Explore the possibilities of providing a stipend.
- Design curriculum that includes assessment (measurable results) for New York City, New York State, New Jersey, and Connecticut.
- Design programs for children and families in the summer that are curriculum-aligned and/or recreational.
- Develop measurable results for National Park Service goals.
- Explore possible options for dedicated indoor infrastructure and classroom space including the Urban Assembly New York Harbor School Education Center (Building 134).
- Develop education programming for lifelong learners such as Exploritas (Elderhostel).
- Collaborate with partners to develop graduate and undergraduate research projects.
- Collaborate with partners to provide educational content online or through off-island partners (educator networks, National Parks of New York Harbor, New York Historical Society).
- Develop a formal partnership with the Urban Assembly New York Harbor School, Ecodock and the Oyster

Discovery Center may provide visitors with opportunities to discover stories of the “Places in the Environment” theme including depletion and repopulation of the oyster population in New York harbor, Governors Island as center of the harbor, and harbor restoration efforts. Park staff and Urban Assembly New York Harbor School staff and students may collaborate to create a short film series; audiocasts; panel discussions; and Ecodock lecture series.

- Develop a traveling program that emphasizes Governors Island environmental and historical significance. The program may include a short film, worksheets, interactive games. The activities would be targeted for use in local schools and day camps. The program could become a pre-visit activity or a marketing tool to encourage children to visit Governors Island.
- Offer tours that connect the story of the island with New York city and state educational curriculum and standards expanding on existing programs for elementary school students.
- Support teachers with turn-key materials that they will recognize (immediately and at-a-glance) will help them meet their curriculum teaching requirements.
- Develop pre-visit and post-visit assessment materials to gauge impact of visit to the Governors Island National Monument.
- Develop carefully orchestrated e-mail campaigns to teachers to engage them throughout the year and especially before and after visits to the island.
- Build a Governors Island National Monument Youth Advocates team from NYC 5 boroughs (towards building connections to all boroughs). Youth would be trained / taught to be Governors Island “youth ambassadors” or “youth representatives” to help share information in their schools and communities and to engage youth more with the island and to work with them to virally share history, mission, and relevance with their peers and others in their communities.
- Develop curriculum that focuses on the water-focused culture of the island and one greatly influenced by boating/ ferry/tides etc. Develop colorful map materials that show how the rivers and estuaries of NYC were the “highways” of yesteryear and the means by which people traveled and the city was connected. Highlight the importance of the fort defending these roadways, keeping them open, and facilitating the transportation of goods, business, people and commerce across the nation.
- Develop citizen science projects to address ecological issues with a special emphasis on climate change:
 - Participate in a study of the long-term effects of erosion and weathering

on island land and flora including cartographic and topographic evidence. Measurements would be taken over a four-year period to study change over time. Data would be used to create a land timeline and historic comparison, illustrate conservation efforts, and develop a temporary exhibit.

- Create a visual time line analyzing historic records that documents changes of flora and fauna over the past 200 years.
- Collect data and analyze environmental factors that impact the island. Data would be used to create curriculum guides that could be publish for teacher use in local and surrounding school districts.

Plan and Host Special Events

All special events must relate to the purpose, significance, and themes and provide interpretive opportunities. Upcoming events will include:

- 2011 – Castle Williams re-opening and Bicentennial
- 2012-2015 – War of 1812 Bicentennial
- 2010-2015 – Civil War Sesquicentennial
- 2016 – NPS Centennial

Governors Island National Monument reflects more than an isolated day in history. It represents a continuum of events associated with the United States

military. Park staff will participate in the War of 1812 Bicentennial and Civil War Sesquicentennial commemorations and be consistent with national/regional efforts to help visitors remember the causes of these conflicts along with the perils they posed to nation. The park will also honor those who fought, as well as the spouses, children, and the other soldiers and civilians who supported them on the homefront, by developing appropriate interpretive exhibits, programs, and events at the park as well as working with partners to create interpretive opportunities beyond park boundaries.

Emphasize Harbor Defense Theme

Governors Island National Monument has three primary interpretive themes. During the planning process participants felt that the “Place in the National Experience” theme and the associated harbor defense stories should be emphasized. Working with island partners and the Parks of New York Harbor to provide visitors with opportunities to discover how Castle Williams and Fort Jay on Governors Island represent an important early effort to protect and defend the country through a system of strategically placed coastal fortifications is a priority. Interpretive services may be offered on Governors Island, at Battery Park, on harbor tour cruises, the Staten Island Ferry, and on helicopter tours.

In addition to telling the harbor defense stories, the participants felt it was important to also reveal how New York Harbor developed geologically and

geographically into an ideal location for subsistence, trade, commerce, and defense. Interpretive services may be used to compare New York Harbor with other harbors throughout the nation and world to show the similarities and differences in ecology as well as the development and rise in power of New York City.

Within Governors Island National Monument

- Develop a harbor map showing aerial view of Governors Island as center of harbor and the locations of other forts.
- Develop a terrain table of New York Harbor for interactive interpretation.
- Develop a digital media tour about the harbor defenses.
- Evaluate the 2010 coastal defense and harbor ecology

talks using the painted map of New York harbor.

- Discuss theory and technology of defense.

At Picnic Point

- Offer ranger talks about the working harbor, New York harbor fortifications, and make connections to the other National Parks of New York Harbor visible from the point.
- Establish a roving ranger presence.
- Develop, fabricate, and install wayside exhibits about the working harbor and harbor fortifications.

On Battery Park

- Offer a harbor fortification talk.
- Partner with Castle Clinton, the Battery Conservancy, and



Park interpretive programs and media will emphasize harbor defense.
Photo: Adam Paris/NPS

Battery Park City to brainstorm appropriate interpretive services including wayside exhibits or other services to interpret the harbor and the Governors Island forts.

On a Harbor Tour Cruise Boat, Staten Island Ferry, or Helicopter Tour

- Tour of New York harbor defenses extending from the Narrows to Throgs Neck Bridge and part way into the Hudson River.
- Could extend to Sandy Hook, if suitable vessels were available, as that was the outermost defensive installation.
- Photo displays in Staten Island Ferry terminal and at Heliport.
- Place site bulletins in a brochure rack on the Staten Island Ferry.

Appendix D contains specific recommendations related to the other interpretive themes.

Expand Interpretive Services Outside of the Park Boundary

Park staff members have been providing walking tours along the northern section of the Promenade and through the National Historic Landmark District. Workshop participants recommended that these programs continue to be offered. Other recommendations include:

Promenade

- Provide commercial or National Park Service bus tours.
- Offer a guided walking and

bicycle tours that includes the full-length of the promenade.

- Provide stationed interpretation at site along the Promenade to explain that particular place during special events.

Historic District

- Offer a guided walking tour and self-guided digital media tour describing Governors Island in the context of New York Harbor geography.
- Produce an island-wide wayside exhibit plan. Fabricate and install wayside exhibits.
- Develop a self-guided digital walking tour.
- Develop and evaluate a guided and self guided bicycle tour in 2010.

Facilitate the Development and Growth of Existing and Future Partnerships

Governors Island National Monument was established with the intent that the park's mission will be enacted in cooperation with partners. Interpretive partnerships play a key role in the delivery of essential programs and can also provide opportunities for enhanced interpretive products and services. Partnerships are most effective when partners share a common goal, leverage their efforts to accomplish the goal, and communicate with each other.

Effectively managing existing partnerships will require sufficient staff and time. The role of Partnership Coordinator has been a collateral duty assignment

for the Superintendent and the Supervisory Park Ranger. To be truly effective, though, it should be a full-time position devoted to community outreach and facilitating park partnerships.

Specific recommendations include:

- Strengthen existing partnerships with The Trust and Governors Island Alliance. Continue periodic programming meetings between the National Park Service, Trust, Governors Island Alliance, and the Urban Assembly New York Harbor School. Increase training opportunities for partners including NPS mission and interpretive skills. Provide reciprocal training for park staff to include partners' missions and resources. Build upon and expand interpretive programs and activities offered by partners.
- Develop a formal partnership with Urban Assembly New York Harbor School.
- Explore the possibilities of establishing partnerships with the U.S. Military Academy at West Point, the U.S. Army Corps of Engineers and the U.S. Army and U.S. Coast Guard "Brats" organizations.
- Establish formal partnerships with universities to support education and preservation work.

Increase Volunteer Program

The Volunteers-In-Parks (VIP) program could be enhanced with more dedicated NPS supervision, providing VIP accommodations, and an increase in VIP funding. Greater outreach

to those volunteers interested in the variety of historic time periods represented by the park could produce benefits in research and the availability of costumed interpretation. An effort to enhance and expand the participation of local volunteers would be beneficial as well.

A well-designed and well-run park volunteer program generally depends on establishing a Volunteer Coordinator position. This role has been a collateral duty assignment for one of the GS-025-9 Park Rangers, but to be truly effective it should be a full-time position. The primary role of the coordinator will be to facilitate the retention of current volunteers as well as the development and growth of the volunteer program.

Specific recommendations include:

- Continue to develop and implement a retention strategy that will include creating and maintaining a database of volunteers; updating position descriptions and determining how many volunteers

are needed for each task; communicating the length of assignment when recruiting volunteers to minimize turnover; developing a standard VIP uniform to provide consistent visual cues; working with partners to reduce competition for volunteers; and working with park staff to ensure that there is adequate oversight and support for volunteers. Increase recognition of volunteer achievements.

- Develop a needs assessment for volunteer contributions or work. Identifying what tasks park staff need volunteer help with will provide the coordinator with the necessary information to successfully recruit. The assessment also would help identify potential individuals or group skills that might be needed. For example, youth groups may be identified who have an interest and skill in developing web-based services. Amateur photographers and regular local visitors may be available to contribute to or perhaps even manage a section of

the park website or Flickr website.

Contact a Variety of Visitors

Most interpretive services are developed for a general audience. Most visitors to Governors Island are coming with specific needs or for specific reasons. To best meet their needs and provide them with opportunities to discover the significance of park resources, workshop participants identified visitor groups that interpretive services may be developed for during the life of this plan.

Recreation

- Continue to build on the successes ranger guided tours as part of the “Biking Through History” program initiated in 2010 with a grant from the National Park and the Coca-Cola Foundations.
- Offer and evaluate a bicycle tour that mixes recreation and interpretation.
- Start a game of “Capture the Flag” and reveal historic connection to the park.
- Develop a recreational component in programs. For example offer a history Frisbee tour, kite program, fishing derby, and sailing program.
- Produce a map that can fit on the front of a bicycle with a flip card that identifies historic sites on the island and around the harbor, restrooms, and water stations.
- Produce a walking tour map that identifies places to eat, picnic areas, viewshed information, rest areas, and photo



Park volunteers provide invaluable support to Governors Island interpretive staff. Photo: Ilyse Goldman/NPS

opportunities.

Youth

- Develop a ranger scouts program.
- Revise the junior ranger book.
- Establish a three-day per week living history day camp.
- Host “History Field Days” for schools and youth groups.

Special Interest

- Connect with city museum trips and academic seminar programs to share Governors Island’s place in New York City history.
- Develop programs about the geology and geography of Governors Island.
- For subway enthusiasts, geologists, and urban planners develop programs related to

the use of landfill for urban expansion.

- Host a group recreational walk or Volksmarch.
- Develop digital media tours with subjects focused for a variety of special interest groups including architecture, forts, and military history.
- Connect with National Park tour groups.

Local Office Populations

- Offer short, concise lunch-time / picnic table ranger talks.
- Offer short teaser programs.
- Develop recreational opportunities including lunchtime or post-work walking and bicycle tours.
- One of the challenges

in reaching local office populations is a psychological one of “crossing the bay” by ferry. Though the ride is only 7 minutes, “psychologically” many people may feel it’s “too much, too far, too distant” to cross a body of water to get to the island. It may be beneficial to actually show office workers (give them a minute-by-minute scenario) including time within a one-hour lunch break for rest/relaxation) that will show them that this is not only doable but enjoyable. For example:

- 12:50 Walk to the ferry
- 12:55 Take in that beautiful view, Sip some iced tea, Feel the breeze on your face
- 1:00-1:07. Ride across the water
- 1:08-1:10 Disembark



Topical, interactive programs will provide opportunities for families to connect to a variety of park stories.

Photo: Ilyse Goldman/NPS



Park interpreters will work together with U.S. Army and U.S. Coast Guard “brat” reunion committees to develop special, relevant programming.

Photo: Sami Steigmann/NPS

- 1:10-1:20 Listen to a brief lunchtime Ranger talk
 - 1:20-1:45 Take a nap, eat some lunch or read a book under a tree
 - 1:45-1:50 P.M. Take a leisurely stroll back to the ferry, pick up a brochure
 - 2:00-2:07 Read more about Governors Island History and plan to come back again.
- Re-create U.S. Army and U.S. Coast Guard Field Day activities.
 - Expand the music of the military program to include cadence demonstrations, hearing different bugle calls, and military concerts for different eras.
 - Print out or post recipes from different eras and listing of food served, vegetables grown on base, fishing, oysters, lobsters.

Families

- Offer programs about family life on the island.
- Establish a “Day Camp” for children.
- Develop a family discovery pack.
- Develop topical, interactive programs that allow adults and children to explore an aspect of the island’s story.
- Display clothing and uniforms from different historic eras.
- Install scenes with photo op locations that include pictures with a hole for face.
- Explore ways to introduce the National Park System.

Military

- Create an academic cross-

training opportunity between the U.S. Military Academy and park staff.

- Provide indoor space for “brat” reunions and special programming.
- Promote our resources and the island’s Army heritage to U.S. Military Academy, the USMA Association of Graduates, U. S. Army War College, and U.S. Army Heritage and Education Center.
- Partner with the U.S. Army Corps of Engineers to develop interpretive tours and a digital media program that reveal the military engineering history.
- Re-create U.S. Army and U.S. Coast Guard Field Day activities.
- Create tours for Veterans Administration groups.

Research and Evaluation Needs

All interpretive programs and services must be solidly grounded in research. In order to fully accomplish the actions included in this plan and support the interpretive themes, the park needs research on the following topics:

- Conduct a study of the military institutions on the island connected to the larger story of the history of the U.S. Army and the U.S. Coast Guard as institutions and to the American experience.
- Continue to collect and produce oral histories that reveal the personal experiences of those who lived and worked on Governors Island including U.S. Army and U.S. Coast Guard servicemen and women as well as their children.
- Research related New York Harbor sites including War of 1812 block houses in Central Park, Fort Wadsworth, Fort Wood on Liberty Island, Fort Gibson on Ellis Island, Fort Hancock at Sandy Hook, Castle Clinton, Fort Hamilton, Fort Totten, Fort Schyler, and Fort Slocum.
- Conduct a comprehensive and holistic study of the history of New York harbor defense similar to Jerome Greene's *The Defense of New Orleans, 1718-1900* (NPS: 1992), establishing the context and relationship of all public and privately owned harbor defense sites that defended the city from 1624 to 1995. Those sites would include the War of 1812 block house in Central Park, Fort Wadsworth, Fort Wood on Liberty Island, Fort Gibson on Ellis Island, Fort Tilden, Fort Hamilton, Fort Hancock at Sandy Hook, Castle Clinton, Fort Hamilton, Fort Totten, Fort Schyler, Fort Slocum, and other fortifications in Long Island Sound.
- Research the current ecological issues and NPS ocean and climate change strategies.

Evaluation also is important in the development of specific media and programs and will be planned as part of all substantial media projects and special programming. Front-end evaluation will inform the project team about what visitors already know about the site before they come, what understandings they may have about the significance of the site, or how to fulfill the visitor's interest in visiting the site. This type of evaluative study is targeted so that practical use can be made of the results. Formative evaluations allow the team to get feedback on project content before it is fabricated. Knowing how potential visitors react to stories and information or even how the message is displayed can inform and enhance the media product and the overall visitor experience. Summative evaluations are valuable in helping to determine the effectiveness of final media, facilities, and programs – i.e. whether the intended themes are being communicated, if people



Park staff will continue to collect oral histories that reveal the personal experiences of those who lived and worked on Governors Island. Jeffrey Brooks, a former U.S. Coast Guard dependent, returned in 2005 with his family to visit the Fort Jay apartment he lived in as a boy. Photo: Michael B. Shaver/NPS

are actually making use of the information, or if visitor behavior is affected. Summative evaluation may even be a necessary follow-up for certain sources of funding such as foundation grants.

- Castle Williams exhibits already completed front-end evaluation. Formative and summative evaluation will be completed at appropriate stages of development.

Staffing and Training Needs

Staffing

The park has submitted an OFS request for additional funding for a cultural resource specialist.

Additional OFS requests will be submitted to enable the park to hire additional interpretive

staff. Positions that should be considered during the next five years include:

- Volunteer Coordinator
- Partnership Coordinator
- Education Coordinator

Training

A trained and motivated workforce is necessary for any successful park operation. The park should make on-going and recurring training for staff, volunteers and partners a priority. A continued emphasis should be placed on accountability for interpretive standards to be applied or adhered to when any park employees or volunteers present interpretive programs, design publications, media, and exhibits, or present curriculum-based educational programs. Ensure

that all staff members who provide interpretive services are held to the appropriate NPS standards as defined in the Interpretive Development Program and be trained accordingly.

Because volunteers are an important part of the workforce, interpretive staff members require an appropriate level of volunteer supervisory training.

Implementation Plan

The measure of success of any plan is the extent to which it is implemented. Initial implementation of strategies needs to be both realistic and flexible. Action items have been prioritized based on need. Because funding opportunities and priorities often change, park management may need to adjust the implementation strategies to adapt to changing conditions. The park interpretive staff and key park partners should meet

each year to draft an Annual Implementation Plan for each new fiscal year based on funding opportunities and coordination with other projects. Flexibility is extremely important to allow park staff and partners the opportunity to try new and different interpretive ideas and make adjustments as necessary.

Implementation of the recommended actions will be phased over the next five

years, and many will require independent planning and design efforts. Most of the recommended actions for curriculum-based education programs, interpretive media, and marketing are dependent on the hiring of new staff. Other action items can be implemented immediately, within existing funding and staffing levels.

GOIS Priorities and Action Items	Immediate (Year 1)	Short-term (Years 2-3)	Long-term (Years 4-5)
Improve Arrival and Orientation Experience			
Updating and improve the public access map.	X		
Make recorded announcements.	X		
Offer more free and commercial multi-lingual maps and publications.		X	
Develop a park handbook.		X	
Produce an orientation video.		X	
Designate a park visitor center.			X
<i>Departure Points:</i>			
Offer individual orientation and information service.	X		
Provide a brief, targeted audiovisual presentation on The Trust or National Park Service monitors.	X		
Provide short, targeted orientation and daily program talks to visitors waiting in the ferry line both inside and outside of the building.	X		
<i>The Trust for Governors Island Ferry:</i>			
Provide schedule of events, guides, and maps.	X		
Offer a digital "orientation" program.	X		
Assign a ranger to rove the ferry.	X		
<i>Arrival Points:</i>			
Offer individual orientation and information service.	X		

GOIS Priorities and Action Items	Immediate (Year 1)	Short-term (Years 2-3)	Long-term (Years 4-5)
Provide a welcome and orientation talk highlighting program schedules.	X		
Have a ranger always visible to visitors all over the monument.	X		
Provide a brief, targeted audiovisual presentation on The Trust or National Park Service monitors in Building 140.		X	
Develop and Implement a Marketing Program			
Establishing a Governors Island National Monument marketing team.		X	
Develop a marketing plan.		X	
Develop relationships with partner groups who can help park staff with marketing and public relations.		X	
Invite selected hotel concierges, programming partners, Staten Island Ferry staff, Heliport staff, Big Apple Volunteers, Statue Cruises, and continue to invite NPNH staff to the park and island for pre-opening orientation and familiarization tours.		X	
Write and submit a weekly series of articles for AM/Metro, New York Times, Daily News, and neighborhood papers like the Downtown Express.		X	
Produce occasional features for local National Public Radio stations, WNET (PBS affiliate), local cable access, New York One, and Spanish and other language television stations and public access channels.		X	
Expand opportunities for and target small commercial tour groups in small towns in Pennsylvania, on Long Island, in Connecticut, and in upstate New York.		X	
Improve Park Website			
Continue to post historical research online.	X		
Develop and post a digital version of self-guided tours.	X		
Create a Facebook page.	X		
Develop and post virtual tours of Castle Williams, Fort Jay, and the National Historic Landmark District.		X	
Continue to improve interactive web-based activity for kids/students on harbor defense.		X	
Develop partnerships with universities and other groups to support improvements and establish on-going creative process for tapping into the power of the internet.			X
Provide links to NPS ocean/ecology information and others as appropriate.			X
Establish an Interpretive Presence at Castle Williams			
Staff members will provide orientation and stationed interpretation.	X		

GOIS Priorities and Action Items	Immediate (Year 1)	Short-term (Years 2-3)	Long-term (Years 4-5)
Ranger-guided tours will be the only way that visitors can access the roof.	X		
Park interpreters in period uniforms will present programs.	X		
Harbor defense talks will be offered from the top of Castle Williams.	X		
Explore the possibility of providing a sheltered space with seating for 30-50 people.		X	
Create a Discovery Experience at Fort Jay			
Better emphasize the gateway sculpture. Give programs or write a site bulletin about the sculpture.	X		
Interpret the designed protective landscape.	X		
Develop guided discovery activities for children to encourage visits to different sites in the park or on island.	X		
Produce a military uniform display and activity.		X	
Establishing an EN/Conservancy sales area in the barracks based on an historic use such as a post sutler similar to one at Fort Pulaski and Fort Delaware.		X	
Produce an historic photo display.		X	
Produce a digital media tour in various languages.		X	
Expand living history interpretation events by military era.		X	
Organize a more complete Army history timeline event that features living history interpreters from different eras, perhaps an era on each side around the perimeter of Fort Jay.		X	
Produce short videos for example one subject for each Fort Jay apartment using real residents or actors talking about various periods of time.		X	
Develop the magazine center court into program space.			X
Provide office and exhibit space to program partners.			X
Develop and implement historic furnishings plans for the bomb proof, magazine arms room and powder room, guard house, and barracks.			X
Consider establishing heritage overnight experiences in historically restored barracks.			X
Determine Dock 102 Experience			
Developing, fabricating and installing a 3-dimensional, hands-on orientation model of the island.	X		
Use Dock 102 as a departure point for recreational boating or small New York sloop sailboat tours that reveals the maritime history surrounding the island.		X	
Encourage visiting historic boats and ships that have appropriate thematic connections to dock and provide visitors with access.		X	

GOIS Priorities and Action Items	Immediate (Year 1)	Short-term (Years 2-3)	Long-term (Years 4-5)
Determine Best Use for Building 140			
Convert the entire space to a staffed or unstaffed orientation and information facility and move the bookstore to Fort Jay.		X	
Create a small theater and exhibition area.		X	
"Meet the Authors" programs featuring interviews and lectures with the authors of books with thematic connections to the island's story.		X	
A video of the history and ecology of Governors Island and/or a brief PowerPoint program, like the one at the Museum of City of New York, revealing how the island has changed over time.		X	
Rename Building 140.		X	
Work with EN/Conservancy to expand its sales line to include appropriate theme-related items. Spanish and other language resources such as Chinese, Yiddish, Hebrew, Russian, and Korean will also be reviewed. If not considered to be commercially viable, they could be produced by the park as part of its site bulletin program.		X	
Two or three interactive kiosks would allow visitors to press a point on an island map and discover more about that particular location.			X
Develop and Provide Education Programs			
Collaborate with a variety of partners including The Trust for Governors Island, Governors Island Alliance, and the Harbor School to research, design, and implement pre-K – college curriculum-based programs.	X		
Design curriculum that includes assessment (measurable results) for New York City, New York State, New Jersey, and Connecticut.	X		
Develop a formal partnership with the Urban Assembly New York Harbor School.	X		
Offer tours that connect the story of the island with New York city and state educational curriculum and standards expanding on existing programs for elementary school students.	X		
Establish endowments for providing transportation for school groups.		X	
Give in-service credit to teachers who participate in pre-service, in-service, and service learning workshops. Explore the possibilities of providing a stipend to teachers.		X	
Design programs for children and families in the summer that are curriculum-aligned and/or recreational.		X	
Develop measurable results for National Park Service goals.		X	
Explore possible options for dedicated indoor infrastructure and classroom space including the Harbor School Education Center (Building 134).		X	

GOIS Priorities and Action Items	Immediate (Year 1)	Short-term (Years 2-3)	Long-term (Years 4-5)
Develop education programming for lifelong learners such as Exploritas (Elderhostel).		X	
Collaborate with partners to develop graduate and undergraduate research projects.		X	
Collaborate with partners to provide educational content online or through off-island partners (educator networks, National Parks of New York Harbor, New York Historical Society).		X	
Develop a traveling program that emphasizes Governors Island environmental significance.		X	
Participate in a study of the long-term effects of erosion and weathering on island land and flora including cartographic and topographic evidence. Measurements would be taken over a four-year period to study change over time. Data would be used to create a land timeline and historic comparison, illustrate conservation efforts, and develop a temporary exhibit.		X	
Support teachers with turn-key materials that they will recognize (immediately and at-a-glance) will help them meet their curriculum teaching requirements.		X	
Develop pre-visit and post-visit assessment materials to gauge impact of visit to the Governors Island National Monument.		X	
Create a visual time line analyzing historic records that documents changes of flora and fauna over the past 200 years.		X	
Collect data and analyze environmental factors that impact the island. Data would be used to create curriculum guides that could be publish for teacher use in local and surrounding school districts.		X	
Plan and Host Special Events			
Castle Williams re-opening and Bicentennial.	X		
War of 1812 Bicentennial.	X		
Civil War Sesquicentennial.	X		
NPS Centennial.		X	
Emphasize Harbor Defense Theme			
Within Governors Island National Monument:			
Develop a harbor map showing aerial view of Governors Island as center of harbor and the locations of other forts.	X		
Evaluate the 2010 coastal defense and harbor ecology talks using the painted map of New York harbor.	X		
Discuss theory and technology of defense.	X		
Develop a terrain table of New York Harbor for interactive interpretation.		X	
Develop a digital media tour about the harbor defenses.		X	

GOIS Priorities and Action Items	Immediate (Year 1)	Short-term (Years 2-3)	Long-term (Years 4-5)
<i>At Picnic Point:</i>			
Offer ranger talks about the working harbor and New York harbor fortifications.	X		
Establish a roving ranger presence.	X		
Develop, fabricate, and install wayside exhibits about the working harbor and harbor fortifications.		X	
<i>On Battery Park:</i>			
Offer a harbor fortification talk.		X	
Partner with Castle Clinton, the Battery Conservancy, and Battery Park City to brainstorm appropriate interpretive services including wayside exhibits or other services to interpret the harbor and the Governors Island forts.		X	
<i>On a Harbor Tour Cruise Boat, Staten Island Ferry, or Helicopter Tour:</i>			
Place site bulletins in a brochure rack on the Staten Island Ferry.	X		
Tour of New York harbor defenses extending from the Narrows to Throgs Neck Bridge and part way into the Hudson River.		X	
Photo displays in Staten Island Ferry terminal and at Heliport.		X	
Could extend to Sandy Hook, if suitable vessels were available, as that was the outermost defensive installation.			X
Expand Interpretive Services outside of the Park Boundary			
<i>Promenade</i>			
Offer a guided walking and bicycle tours that includes the full-length of the promenade.	X		
Provide stationed interpretation at site along the Promenade to explain that particular place during special events.	X		
Provide commercial or National Park Service bus tours.			X
<i>Historic District</i>			
Offer a guided walking tour and self-guided digital media tour describing Governors Island in the context of New York Harbor geography.	X		
Develop a self-guided digital walking and bicycle tour.	X	X	
Produce an island-wide wayside exhibit plan. Fabricate and install wayside exhibits.		X	

GOIS Priorities and Action Items	Immediate (Year 1)	Short-term (Years 2-3)	Long-term (Years 4-5)
Facilitate the Development and Growth of Existing and Future Partnerships			
Strengthen existing partnerships with The Trust for Governors Island and Governors Island Alliance. Continue periodic programming meetings between the National Park Service, The Trust, Governors Island Alliance, and the Harbor School. Increase training opportunities for partners including NPS mission and interpretive skills. Provide reciprocal training for park staff to include partners' missions and resources. Build upon and expand interpretive programs and activities offered by partners.	X		
Develop a formal partnership with Harbor School.	X		
Explore the possibilities of establishing partnerships with the US Military Academy at West Point, the US Army Corps of Engineers and the US Army and US Coast Guard "Brats" organizations.		X	
Establish formal partnerships with universities to support education and preservation work.			X
Increase Volunteer Program			
Continue to develop and implement a retention strategy that will include creating and maintaining a database of volunteers; updating position descriptions and determining how many volunteers are needed for each task; communicating the length of assignment when recruiting volunteers to minimize turnover; developing a standard VIP uniform to provide consistent visual cues; working with partners to reduce competition for volunteers; and working with park staff to ensure that there is adequate oversight and support for volunteers. Increase recognition of volunteer achievements.	X		
Develop a needs assessment for volunteers. Identifying what tasks park staff need volunteer help with will provide the coordinator with the necessary information to successfully recruit. The assessment also would help identify potential individuals or group skills that might be needed. For example, youth groups may be identified who have an interest and skill in developing web-based services. Amateur photographers and regular local visitors may be available to contribute to or perhaps even manage a section of the park website or Flickr website.	X		
Contact a Variety of Visitors			
Recreation			
Work with The Trust for Governors Island and the bicycle vendor during the 2010 season to evaluate the effects and results of having two bicycle rental locations.	X		
Offer and evaluate a bicycle tour that mixes recreation and interpretation.	X		
Start a game of "Capture the Flag" and reveal historic connection to the park.		X	

GOIS Priorities and Action Items	Immediate (Year 1)	Short-term (Years 2-3)	Long-term (Years 4-5)
Develop a recreational component in programs. For example offer a history Frisbee tour, kite program, Segway tours, fishing derby, and sailing program.		X	
Produce a map that can fit on the front of a bicycle with a flip card that identifies historic sites on the island and around the harbor, restrooms, and water stations.		X	
Produce a walking tour map that identifies places to eat, picnic areas, viewshed information, rest areas, and photo opportunities.		X	
Youth			
Revise the junior ranger book.	X		
Develop a ranger scouts program.		X	
Host "History Field Days" for schools and youth groups.		X	
Establish a three-day per week living history day camp.			X
Special Interest			
Develop programs about the geology and geography of Governors Island.	X		
Connect with city museum trips and academic seminar programs to share Governors Island's place in New York City history.		X	
For subway enthusiasts, geologists, and urban planners develop programs related to the use of landfill for urban expansion.		X	
Host a Volksmarch.		X	
Develop digital media tours with subjects focused for a variety of special interest groups including architecture, forts, and military history.		X	
Local Office Populations			
Offer short, concise lunchtime / picnic table ranger talks.	X		
Offer short teaser programs.	X		
Develop recreational opportunities including lunchtime or post-work walking and bicycle tours.	X		
One of the challenges in reaching local office populations is a psychological one of "crossing the bay" by ferry. Though the ride is only 7 minutes, "psychologically" many people may feel it's "too much, too far, too distant" to cross a body of water to get to the island. It may be beneficial to actually show office workers (give them a minute-by-minute scenario) including time within a one-hour lunch break for rest/relaxation) that will show them that this is not only doable but enjoyable.			X
Families			
Offer programs about family life on the island.	X		

GOIS Priorities and Action Items	Immediate (Year 1)	Short-term (Years 2-3)	Long-term (Years 4-5)
Establish a "Day Camp" for children.	x		
Develop a family discovery pack.	x		
Develop topical, interactive programs that allow adults and children to explore an aspect of the island's story.	x		
Re-create US Army and US Coast Guard Field Day activities.	x		
Expand the music of the military program to include cadence demonstrations, hearing different bugle calls, and military concerts for different eras.		x	
Print out or post recipes from different eras and listing of food served, vegetables grown on base, fishing, oysters, lobsters.		x	
Display clothing and uniforms from different historic eras.		x	
Explore ways to introduce the National Park System.		x	
Install scenes with photo op locations that include pictures with a hole for face.		x	
<i>Military</i>			
Create an academic cross-training opportunity between the U.S. Military Academy and park staff.		x	
Provide indoor space for "brat" reunions and special programming.		x	
Promote our resources and the island's Army heritage to U.S. Military Academy, the USMA Association of Graduates, U. S. Army War College, and U.S. Army Heritage and Education Center.		x	
Partner with the US Army Corps of Engineers to develop interpretive tours and a digital media program that reveal the military engineering history.		x	
Re-create US Army and US Coast Guard Field Day activities.		x	
Create tours for Veterans Administration groups.		x	



Ornamental medallions on the porch ironwork at Fort Jay represent the U.S. Army's branches of service that played various roles on Governors Island from the 1830s to the 1860s. The castle represents the Corps of Engineers, the crossed cannons represent the Artillery, and the star represents the Infantry. Photo: Daniel C. Krebs

Appendices

*“Parks must offer
service opportunities
that unleash the
spirit and energy
of committed
Americans.”*

NPS Second Century
Commissioner
Sally Jewell



Appendix A: The Planning Team

National Park Service

Governors Island National Monument

Daniel Barker, Park Guide

Brent Everitt, Park Guide

Ilyse Goldman, Lead Park Ranger

Charles Kahlstrom, Park Ranger

Betty Lerner, Volunteer

Ed Lorenzini, Facility Manager

Noah Lumsden, Laborer

Lisa Martens, Park Guide

Patti Reilly, Superintendent

Dena Saslaw, Program Analyst

Michael Shaver, Chief of Interpretation

Shelley White, Volunteer

Erin Whittaker, Park Guide

Harpers Ferry Center

Toni Dufficy, Interpretive Planner (Team Captain)

Northeast Regional Office

Elizabeth Hoermann, Program Manager, Interpretive Development and Evaluation

Judy Jacob, Senior Architectural Conservator

National Parks of New York Harbor

Steve Laise, Chief of Cultural Resources, Manhattan Sites

Jeanette Parker, Chief of Interpretation, Gateway National Recreation Area

Dave Taft, Site Coordinator, Jamaica Bay Unit, Gateway National Recreation Area

Park Partners

Renee Barnes, Business Development and Special Programs Manager, National Parks of New York Harbor Conservancy

Elizabeth Case, Program Coordinator, Governors Island Alliance

Ellen Cavanagh, Project Manager, The Trust for Governors Island

Steve de Carteret, US Coast Guard dependent, former resident, and NPS Volunteer

Carter Craft, Program Manager, Urban Assembly New York Harbor School

Nathan Dudley, Principal, Urban Assembly New York Harbor School

John Greenfield, Chairman, Gawdawfulness Civil War Group

Larry Lowenthal, Consultant

Leslie Koch, President, The Trust for Governors Island

David Koren, Executive Producer, FIGMENT

Palmer McGrew, U.S. Army dependent and former resident

Marybelle Marrero-Colón, ESL Coordinator, Urban Assembly

New York Harbor School

Marie Montvilo, Classroom Teacher, New York City Department of Education

Kathy Orzey, US Coast Guard dependent and former resident

Robert Pirani, Executive Director, Governors Island Alliance

Michael B. Schoenfeld, Adjunct Professor, Brooklyn College

Appendix B: Accessibility Guidelines

Every attempt will be made to provide full access to interpretive media and programs to ensure people with physical and mental disabilities have access to the same information necessary for safe and meaningful visits to national parks. This is in compliance with the National Park Service policy:

“...To provide the highest level of accessibility possible and feasible for persons with visual, hearing, mobility, and mental impairments, consistent with the obligation to conserve park resources and preserve the qualities of the park experience for everyone.”

NPS Special Directive 83-3, Accessibility for Disabled Persons

All interpretation will follow general standards for accessibility as described in the Harpers Ferry Center Programmatic Accessibility Guidelines for Interpretive Media <http://www.nps.gov/hfc/pdf/accessibility/access-guide-aug2009.pdf>.

Appendix C: Interpretive Themes and Stories

During the November 2009 Foundation workshop participants divided two of the three interpretive themes listed in the 2009 General Management Plan into separate sub-themes. The stories associated with each theme and sub-theme are listed here.

Place in the National Experience

Castle Williams and Fort Jay on Governors Island represent an important early effort to protect and defend the country through a system of strategically placed coastal fortifications, an effort that continued beyond the life of the forts until the end of the island's military career.

Changing National Priorities

The built environment of the island, chiefly in the National Historic Landmark District, exhibits almost every aspect of this nation's military experience and of the U.S. Army from the early days of the Republic to the end of the 20th century, and can

tell those stories like few other places in the National Park or National Historic Landmark Systems. The structures and landscapes on the island tell the story of the nation's priorities including neglect during peacetime, austerity, and dire need during national emergencies and war.

Questions and topics of discussion could include:

- Why did they (country/government) choose forts over other options, like a large standing navy to protect the harbor and the nation?
- Strategic location or why here? New York was important as the financial capital of the nation and the role it played in the growth of the country.
- The forts on the island, and in the harbor, were placed strategically as part of a larger harbor defensive effort that included Fort Wood now part of the Statue of Liberty, Fort Gibson, now an archeological resource

on Ellis Island and Castle Clinton).

- Built during a time when political and popular sentiment was against maintaining a large standing army, the forts were never intended to be staffed by a full garrison, but manned only in time of emergency.
- Congress and the nation were uncomfortable with a standing army and would go through fits and starts of having one and reducing it to nothing until the next conflict – the War of 1812, the Seminole Wars, the Mexican War.
- As a new nation, there was a lack of a professional officer corps, thus the need for foreign military engineering talent and technology, thus Fort Jay is designed by a French engineer and Castle Williams is designed and built by an American who learned military engineering from the French.
- Story of Jonathan Williams – personal influence on

design, fortification – His role as Chief Engineer of the U.S. Army Corps of Engineers and his view as a non-military man in the development of a professional and scientifically trained officer corps.

- Citizen involvement – The initial fortification of New York City was a local and state effort accomplished in part by patriotic societies and residents inspired to protect their communities by assisting in the construction of fortifications on Governors Island. These people included skilled labors, crafts and construction guilds and students, such as those from Columbia University.
- Since 1878 when Governors Island became a headquarters it took on an additional significance beyond the harbor. Planning and direction for national defense took place here, including the initial planning for the invasion of Europe.

Carrying Out a Changing Mission

The history of Governors Island reflects the institutional heritage and history of the U.S. Army, and how it was organized and responded to ever changing national priorities. The U.S. Army filled many roles during its tenure on the island. Initially the island was used to protect New York and New York Harbor in the early days of this nation's history. In later years, the island was used as an urban garrison, a recruiting station, and an

important Army headquarters. Commanders and commands headquartered here for almost a century, directed Army activities regionally, over half the North American continent, and on occasions around the world. As the nation's priorities changed, so did the mission of the U.S. Army and Governors Island.

Questions and topics of discussion could include:

- The institutional story of the Army, missions (i.e. coastal defense), how it goes about carrying out its mission, its culture, traditions, material culture.
- The story of the army's readiness in war and peacetime. Discussing the "hurry up and wait" (boredom) and discussion of on-island recreational activities – garden parties, golf, YMCA, USO, polo matches, etc.
- A retrospective comparison on how the military protected the country from its inception through the cold war.
- No place better than Nolan Park does the island does demonstrate a chronological history starting clockwise from the Governors House of 1815 to Quarters 20 of 1902 and its partition as a two family quarters in the 1930s.
- "Continued beyond life of forts." Forts are weapons systems with a shelf life so military obsolescence is part of the story.
- Adaptive use over time. Through most of its history,

the Army had to be creative in existing with minimal appropriations and almost every building on the island has had many different uses over time. In a sense, it leads to accidental and unintentional preservation.

- The historic fabric of the forts are remarkably intact but they also exhibit modifications made to address changes in technology and changes in army needs, such as the adaptive use of Fort Jay into family living quarters with car garages.
- The inclusion of immigrants, women and minorities to accomplish military objectives and national goals. Immigrants were a significant portion of the "American" army in the 19th Century. African-Americans come into the story during and after the Civil War and play a significant role as a frontier constabulary in the Indian War period. By the early 20th Century, their role regressed into labor battalions in World War I. The role of women in the Women's Army Corps or WACs from World War II to 1972.
- The establishment of the New York Arsenal on the island when the forts were less important in defending the city. The business and logistics of arms.
- The establishment of the Army music school when South Battery was no longer needed.
- Preservation story – Castle Williams and Fort Jay were

going to be demolished connected to NPS preservation stories.

A Role in International Affairs

New York City's emergence as a nationally and internationally important city elevated the stature, command, and responsibilities of the U.S. Army, and later the U.S. Coast Guard, on Governors Island.

From Colonial Outpost to Preeminent Command Headquarters

- As New York City grew so did the defense responsibilities of the U.S. Army. Those stationed on Governors Island defended the city, region, and country. It was not unusual for Governors Island command personnel to continue their careers as military leaders in the execution of this nation's international policies during war and peace.
- The Regan-Gorbechav meeting in 1988.
- The Governors Island Accords for Haiti in 1993.
- The centennial rededication of the Statue of Liberty in 1984.
- The Coast Guard role in the International Ice Patrol based here.
- The U.S. Coast Guard role and response based from here during Mariel/Cuban boat lift of 1980.
- World War II prisoners of

war, and especially the story of Italian prisoners of war, held here until they and Italy joined the Allied cause. Many of them came back to marry local girls and become American citizens.

- The fortifications were a tool in protecting the city from foreign invasion which was the case during the War of 1812 and the security they provided allowed it to become an international center of finance and commerce.

Missions beyond our shores

The island became a departure point for military efforts beyond the shores of the United States. During the last half of the 20th century the island became a venue for meetings of international significance.

- The Mexican War of 1846 when the island played a role in staging military ventures into Mexico, our first significant venture beyond the boundaries and shores of the United States.
- The Spanish-American War of 1898 to a yet determined degree the Spanish American War.
- World War I – John Pershing, the commander of American troops in France and his staff departed from the island to lead the largest American army to that time.. George C. Marshall, who was stationed at Governors Island, would eventually go with them gaining valuable experience that made him invaluable according to Churchill as

the “architect of victory” in World War II and later as the author of the Marshall Plan for post-war relief in Europe.

- The commanders who were posted here in the years after the world wars often played roles in international affairs in both the preceding wars and the immediate post-war activities in occupation.
 - One commanded the U.S. Constabulary in Germany, a military police organization that was the police force for Germany after the war and reestablished a civilian German police force that exists today.
 - One commanded Army activities that oversaw the establishment of the Korean educational and electoral systems after the Korean War.
 - One was the chief of staff for the Supreme Allied Commander in Europe in World War II, managing the complex relationship of allied generals and political leaders in line and in concert during the war. He also the signed the German surrender document ending the war in Europe. He was the post-war ambassador to Russia before coming to Fort Jay.
- In the Cold War era, commanders of the First Army on Governors Island were also the U.S. military representatives to the United Nations.

A Small Town within a City

Governors Island is tied to the history, development, social, and political life of New York City. As an isolated U.S. Army post, it was a community within the city with its own history, social and political life.

Connection to New York City

As an important military headquarters protecting one of the most important cities in the world, the commanding and senior officers, and even Governors Island's enlisted men and women, were important representatives to the city and its institutions.

- There were important connections between the forts, the island and the city. As its protector and as the Army's ambassador to the city, its commanding officers had a standing place and played a role in the social life of the city.
- Protecting Wall Street – while a national concern, it was also a local concern. The garrison here would be called on to deal with disasters, riots and other unsettling ailments of urban life that could threaten important public and private financial institutions.
- The garrison here was the main participant in the U.S. Army exhibit at the 1939 World's Fair. In the months before the beginning of World War II, what was their message? One of expectation of a future conflict or

firmly rooted in a idle and moribund peacetime army?

- Polo matches were widely covered in the newspapers and even were listed as an activity in the WPA Guide to New York City.
- Garden parties were fundraisers for the Army Relief Society and were an open house for New York society during the early 1900's.
- City Wants it Back speaks to the desire to have the island back for park land at the turn of the century and for an airport in the 1930's.
- Senior officers posted here often enjoyed social and political access to the upper class in the city.

The Island as a Community

Those stationed on Governors Island developed their own way of life and history separate from the city they protected. It was a community with its own compelling personal stories of soldiers, civilian staff, and dependents of the men and women who lived here.

- What was it like to live or work here and what was the experience of?
 - Civilians
 - U.S. Army
 - U.S. Coast Guard
 - Women's Experiences, such as wives, nurses, WAC's civilian employees,
 - Servants and stewards – male and female

— African Americans

— Kids

— Prisoners

- What about the itinerant nature of a military community?
- It was a separate community, so how and to what degree did it fit or at times (such as Mayor Lindsay's New York of the 1960's) not fit into the fabric of the larger New York City community?
- The built environment is a backdrop to rank and privilege that is the essence of military organizations. As a headquarters in a desirable location, there is an impressive array of fine officer quarters. There is also examples of the austere existence of enlisted men and women and their dependents.
- The Commanding Officers of the island had a very different experience from the enlisted troops, the families and civilian employees.
- The Commanding Officers were given honorary seats at the socially elite tables of New York City. These relationships were considered both socially and politically important.

Place in the Environment

Governors Island—as part of the natural environment of New York Harbor, with its rich and intricate ecosystem of bays, estuaries, rivers, islands, and other geographical features—is an ideal place to observe and

study the important role that natural systems and humans play in the development and evolution of New York Harbor and surrounding metropolis.

Geology of the island

- Economic geology – buildings, island fill, sand, humans in geology – cultural
- Natural geology – glacier, erosion, deposition, forces of change

Oceanography

- Harbor school
- Colleges
- Interpretation – public programs
- On island – past researchers, teachers, U.S. Coast Guard
- U.S. Coast Guard research
- Navigation

Marine ecology

- The island and the estuary

- The “runs” – shad, sturgeon, striped bass, eels
- Oysters and the island - mariculture

Climate change, the island and the New York Harbor - What’s left?

Island flora and fauna

- Past/present/future
- Historic agriculture
- American chestnut – “ Nut Island ”

- Native/invasive/historic/or- namental specimens

- Cultural landscape

- Bird migration

- Insect migration

Human Impact – People follow resources Archeo-Indians (pre-history)

- *Lenape – pre- and historic occupation.*

- Dutch/English/Colonial

- Post-revolution
- Transportation
- Pollution
- Development
- Population growth

Night sky

- Planetarium
- Programs
- Night animal “scene”

Soundscape

- “Count the Sounds”
- Relative quiet

Viewshed

- History of the viewshed
- Strategic value – historically

Coast – 525 miles of NYC coastline

- New York City is a coastal city

Early navigation

Appendix D: New Interpretive Services Recommended by Theme

During the February 2010 Recommendation workshop participants recommended a variety of interpretive services based on the three primary themes and associated sub-themes. While the participants felt that the park should place more emphasis on the harbor defense theme during the life of this plan, there may be opportunities for park staff, volunteers, and partners to experiment with the development of the programs and services identified here.

Place in the National Experience: Carrying Out a Changing Mission

- Sound audio bugle calls to replicate an important aspect of life on an army post and create the post atmosphere.

- Create waysides, hand-books, site bulletins for the following:

- USCG role in New York Harbor – Mariel boat lift, Search and Rescue School, International Ice Patrol.

- Army life in peacetime (boring).
- The changing use and repurposing of the buildings.
- Role of women as soldiers, wives, servants.

- The changes to Fort Jay for family residences.
- The business of weapons and supplying an army – New York Arsenal.
- Army residential housing over time.
- Place uniformed mannequins of various historical periods around the park.

A Role in International Affairs: From Colonial Outpost to Preeminent Command Headquarters

- Reveal the role the island played in Dutch/English colonial governance of New York with a celebration with Dutch and English consulates as colonial overseers, and the French who built and inspired the design of the forts.
- Exhibit of pay records showing nationalities over time.
- Offer a ranger talk about the role of First Army in two world wars.
- Show news reels from WWII.

A Role in International Affairs: Missions beyond our shores

- Create a replica of a major army command center like First Army during World War II in Europe shows maps, logistics, dates, personnel, transportation, supply, and communications.

A Community within a City: Connection to New York City

- Lead discussions on how senior army officers and commanding officers interacted with the city elite.
- Offer talks about Governors Island's role in the Civil War draft and race riots.
- Present programs reconnecting with the idea of garden parties and the social elite fund raising for an army charity.
- Write and print a site bulletin on the demands of the city to use Governors Island.
- Partner with the New York Transit Museum in Brooklyn to reveal where the landfill came from.
- Develop programs related to patriotism and civic action such as the volunteer parties from the city worked on fortifications in 1790s. These parties were a good example of how extremely polarized political and labor organizations could come together for common cause.

A Community within a City: The Island as a Community

- Conduct living history and auxiliary programs.
- Continue to develop and post webcasts of oral histories from residents and create a historic photo display.
- Encourage former residents and others to volunteer and present programs.

- Develop U.S. Army and U.S. Coast Guard “brat” programs.
- Continue to host reunions of former island residents and civilian employees.
- Offer a rank and privilege tour of historic district that discusses the architecture, innovation, and changes to the island.
- Write and publish site bulletin explaining how commanding officer's changed the community.

Place in the Environment

- Capitalize on the expertise at the Urban Assembly New York Harbor School including knowledge of the harbor and bilingual skills to serve as guides and docents.
- Identify specific organization with capabilities to provide information and programs about harbor topics and stories including Clearwater, New York Historical Society, NOAA, Governors Island Alliance, Waterfront Alliance.
- Explore the historical connections regarding environmental uses on the island in context with current issues.
- Develop media to show how visitors can make a difference to improve the environment and address threats such as climate change.
- Present a special program that links history with environment similar to American Museum of Natural History.

Harpers Ferry Center
National Park Service
U.S. Department of the Interior



Governors Island National Monument

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